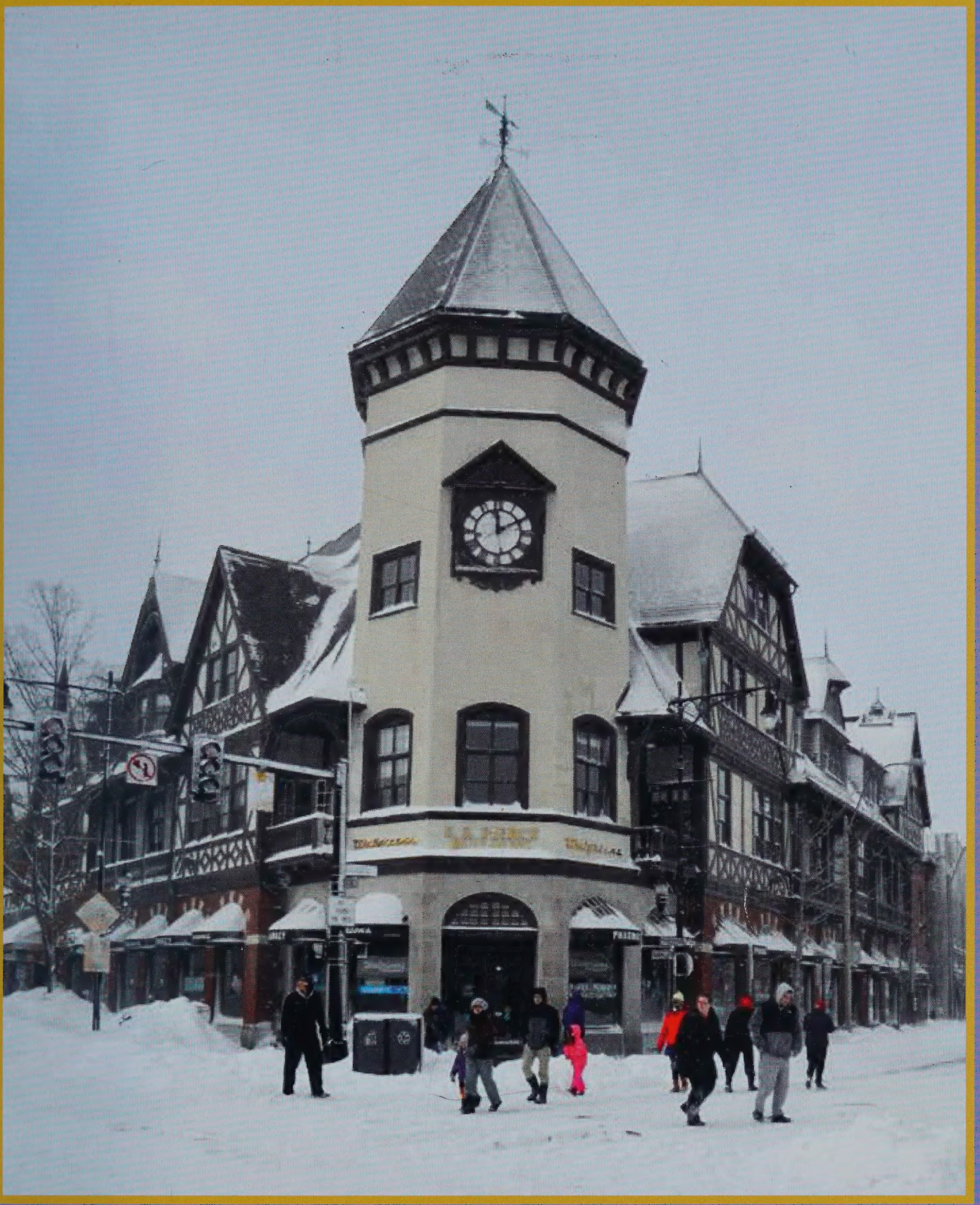


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Town of Brookline

2013 Annual Report

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Annual

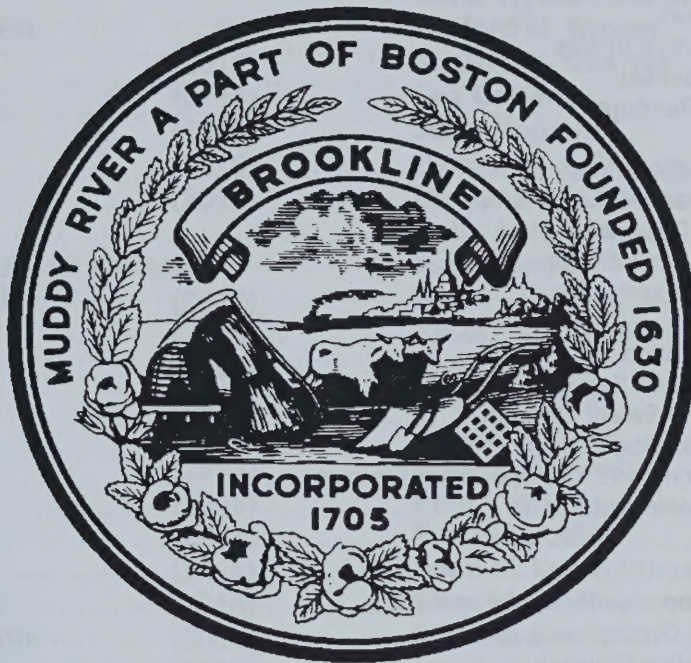
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"Wanderers in Coolidge Corner After the Storm." - Angelique Markowski.
A 2013 First Light Photo Contest Submission.

Special thanks to Andy Martineau in Planning and Community Development.

TOWN OF BROOKLINE MASSACHUSETTS



308th Annual Report of the
Town Officers of Brookline
for the year ending December 31, 2013

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TOWN OFFICERS

For the Municipal Year 2013

ELECTED TOWN OFFICES

MODERATOR

Edward (Sandy) Gadsby (2015)

TOWN CLERK

Patrick J. Ward (2015)

BOARD OF SELECTMEN

Betsy DeWitt, Chair (2015)

Nancy A. Daly (2014)

Richard W. Benka (2014)

Kenneth M. Goldstein (2015)

Neil Wishinsky (2016)

TRUSTEES OF THE PUBLIC LIBRARY

Karen Livingston, Chair (2014)

Carol Axelrod (2015)

Michael Burstein (2016)

Vivien E. Goldman (2015)

Regina Healy (2015)

Gary Jones (2014)

Carol Troyen Lohe (2015)

Jonathan Margolis (2014)

Puja P. Mehta (2016)

Jennifer Rees (2016)

Kristen April Uekermann (2014)

Judith Vanderkay (2016)

SCHOOL COMMITTEE

Alan Morse, Chair (2014)

Pen-Hau Ben Chang (2015)

Helen Charlupski (2016)

Amy A. Kershaw (2014)

Susan Wolf Ditkoff (2016)

David Pollack (2016)

Abigail Schoenbaum Cox (2015)

Barbara C. Scotto (2015)

Rebecca Stone, (2014)

BROOKLINE HOUSING AUTHORITY

David Trietsch, Chair (2018)

Michael Jacobs, Vice Chair (2016)

Barbara B. Dugan (2015)

Joanne M. Sullivan (2014)

Judith A. Katz (State Appt) (2016)

CONSTABLES

Joseph G Figler (2016)

Neil R. Gordon (2016)

Stanley N. Rabinovitz (2016)

Cheryl Ann Snyder (2016)

Thomas John Vitolo

(2016)

APPOINTED BY THE MODERATOR

ADVISORY COMMITTEE

Harry Bohrs, Chair (2016)

Carla Wyman Benka (2016)

Clifford M. Brown (2016)

Sumner J. Chertok (2014)

Lea Cohen (2015)

John Doggett (2014)

Benjamin J. Franco (2016)

Bernard W. Greene (2014)

Kelly A. Hardebeck (2014)

Nancy Heller (2014)

Amy F. Hummel (2015)

Sytske V. Humphrey (2014)

Angela Hyatt (2015)

Alisa G. Jonas (2016)

Janice S. Kahn (2014)

Bobbie M. Knable (2015)

Fred Levitan (2015)

Pamela Lodish (2014)

Sean M. Lynn-Jones (2016)

Sharri Mittel (2015)

Michael Sandman (2016)

Lee Selwyn (2014)

Stanley Spiegel (2016)

Charles Swartz (2014)

Leonard Weiss (2014)

Karen Wenc (2015)

Christine M. Westphal (2015)

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chair (2014)

Donna Kalikow (2014)

Richard T. Leary (2016)

Michael Robbins (2016)

Martin R. Rosenthal (2015)

Robert I. Sperber (2015)

Robert M. Stein (2016)

COMMITTEE ON CAMPAIGNS

James Fleming, Chair (2016)

Frank Farlow (2015)

Gary Jones (2014)

Barbara Pasten (2012)

Joel Shoner (2014)

Sloan Sable (Selectmen's Rep.)

Linda Golburgh (Town Clerk Rep.)

SENIOR MANAGEMENT APPOINTMENTS

BOARD OF SELECTMEN'S OFFICE

Melvin A. Kleckner, Town Administrator
Sean Cronin, Deputy Town Administrator
Melissa Goff, Asst Town Administrator

BUILDING DEPARTMENT

Daniel Bennett, Commissioner
Charles Simmons, Public Buildings
Director
Tony Guigli, Building Project
Administrator

COUNCIL ON AGING

Ruthann Dobek, Director

FINANCE DEPARTMENT

Stephen E. Cirillo, Director of Finance/
Treasurer/Collector
David Geanakakis, Chief Procurement
Officer
Michael DiPietro, Comptroller
Gary McCabe, Chief Assessor

FIRE DEPARTMENT

Chief Paul D. Ford
Chief of Operations Robert Ward

HEALTH & HUMAN SERVICES

Dr. Alan Balsam, Director
Patrick Maloney, Assistant Director
Lloyd Gellineau, Human Relations/
Services Administrator

HUMAN RESOURCES

Sandra DeBow, Director
Leslea Noble, Assistant Director

INFORMATION TECHNOLOGY

Kevin Stokes, Chief Information Officer
Feng Yang, Director of IT Applications

PLANNING & COMMUNITY DEVELOPMENT

Alison Steinfeld, Director
Joseph Viola, Assistant Director
Polly Selkoe, Chief Planner
Kara Brewton, Economic Development
Officer

POLICE DEPARTMENT

Chief Daniel C. O'Leary
Superintendent Mark Morgan

PUBLIC WORKS DEPARTMENT

Andrew Pappastergion, Commissioner
Fredrick Russell, Water and Sewer Director
Peter Ditto, Engineering/Transportation
Director
Erin Chute Gallentine, Parks & Open Space
Director
Kevin Johnson, Highway Director

RECREATION DEPARTMENT

Lisa Paradis, Director
Melissa Battite, Assistant Director

SCHOOLS

Superintendent William H. Lupini
Deputy Superintendent Peter Rowe

TOWN COUNSEL'S OFFICE

Joslin Ham Murphy, Acting Town Counsel
John Buchheit, Assoc. Town Counsel
Patricia Correa, Assoc. Town Counsel

TOWN LIBRARIAN

James C. Flaherty

VETERANS SERVICES

William McGroarty, Director

Boards and Commissions Appointed by the Selectmen

ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. Bruce Cohen, Chair	(2016)
Roberta Gianfortoni	(2015)
Milly Krakow	(2015)
Cheryl Lefman	(2016)
Patricia Maher	(2014)
Anthony Schlaff	(2014)

BOARD OF ASSESSORS

Gary McCabe, Chair	(2016)
Mark J. Mazur	(2015)
Harold Petersen	(2014)

BOARD OF EXAMINERS

Barnett Berliner	(2014)
Fred Lebow	(2012)
VACANCY	(2016)

BROOKLINE INTERACTIVE GROUP

Anne C. Shreffler, President	(2014)
Karen Katz, Vice President	(2015)
Albert Davis	(2014)
Leslie Forde	(2016)
Sharon Hogan	(2015)
Raymond Latif	(2016)
Peter Miller	(2014)
Laura Nooney	(2014)
Noah Xu	(2015)

COMMISSION FOR THE ARTS

Joseph McGonegal, Co-Chair	(2015)
Evelyn Cohen	(2014)
Jack Curtis	(2015)
Erik Hansen	(2015)
Mori Insinger	(2016)
Anita Jamieson	(2015)
Jonathan Lewis	(2016)
Sarah Catherine Morris	(2015)
Susan Mulski	(2014)
Giti Saeidian	(2016)
Chris Santos	(2016)
Stuart Steck	(2014)

COMMISSION FOR WOMEN

Chris Chanyasulkit, Co-Chair	(2015)
Sandra Lundy, Co-Chair	(2014)
Elizabeth Blanchard	(2015)
Beth Fagan	(2014)
Casey Hatchett	(2016)
Beth Jones	(2016)
Alberta Grossman Lipson	(2015)
Dr. Gloria Rudisch	(2016)
Cheryl Ann Snyder	(2015)
Aiomee Tallarico	(2014)
Jamie Tober	(2014)
Kristen Uekermann	(2014)

BUILDING COMMISSION

Janet Fierman, Chair	(2015)
Karen Breslawski	(2014)
George Cha	(2015)
George Cole	(2016)
Kenneth Kaplan	(2016)

COMMISSION FOR THE DISABLED

Eileen Connell Berger, Chair	(2015)
Sally Lynn Allaire	(2016)
Richard W. Benka (Selectman)	(2014)
O. Sophia Johansson	(2015)
James Miczek	(2014)
Sarah Whitman	(2015)
(1) Vacancy	(2014)
(1) Vacancy	(2015)
(1) Vacancy	(2016)

CONSERVATION COMMISSION

Kate Bowditch, Chair	(2015)
Gail McClelland Fenton	(2016)
Matthew Garvey	(2014)
Werner Lohe	(2014)
Deborah Myers Michener	(2016)
Marcus Quigley	(2015)
Roberta Schnoor	(2015)

ASSOCIATE MEMBERS

Marian Lazar	(2014)
Pamela Harvey	(2016)

COUNCIL ON AGING

Agnes Rogers, Chair	(2015)
Peter Ames	(2014)
Doris Toby Axelrod	(2014)
Deborah Brass	(2016)
Judith Chasin	(2015)
Irvin Finn	(2016)
Philip Fullerton	(2015)
Jean Kramer	(2015)
Helen Lew	(2014)
Claire Lurie	(2014)
John Mulhane	(2016)
Marion Sargon	(2015)
Muriel Stark	(2015)
William Wong	(2014)

ASSOCIATE MEMBERS

Phyllis Baum	(2014)
Judith Chernoff	(2014)
Rita d'Entremont	(2016)
Marjorie Diana Harvey	(2015)
Harry Johnson	(2014)
Jean Kramer	(2014)
Celia Lascarides	(2015)
Sherri Lee	(2016)
Yolanda Rodriquez	(2015)
Ted Shamitz	(2016)
Roberta Winitzer	(2015)
Jackie Wright	(2014)

ECONOMIC DEVELOPMENT ADVISORY BOARD

Anne Meyers, Co-Chair	(2015)
Paul Saner, Co-Chair	(2014)
Clifford Brown	(2014)
Derrick Choi	(2014)
Susan Houston	(2015)
Kenneth Lewis	(2016)
Thomas Nally	(2016)
Alden Raine	(2015)
Harold Simansky	(2015)
Robert I. Sperber, (2016)	
Donald A. Warner, AIA	(2016)

HOUSING ADVISORY BOARD

Roger Blood, Chair	(2015)
Rufus Phyllis	(2014)
Karen Kepler	(2014)
Kathy Spiegleman	(2016)
Rita McNally (Tenant Rep.)	(2014)
Steven Heiken (Planning Board Rep.)	
Michael Jacobs (Housing Authority Rep.)	

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Enid Shapiro, Interim Chair	(2015)
Brooks Ames	(2014)
Mariela Ames	Indefinite
Alex Coleman	Indefinite
Ernest Frey	Indefinite
Brian Hochleutner	(2015)
Brian Myles	Indefinite
Anthony Naro	Indefinite
Larry Onie	(2014)
Kelly Race	Indefinite
Agnes Rogers	(2014)
Georgi Vogel Rosen	(2014)
Cruz Sanabria	Indefinite
Valencia Sparrow	Indefinite
Dwain Tyndal	Indefinite

NON-VOTING MEMBERS

Philip Harrington (Police Liaison)	
Ben Chang (School Liaison)	
Sandy Batchelder (Country Club Liaison)	

HUMAN RESOURCES BOARD

Kenneth V. Kurnos, Chair	(2014)
Edward DeAngelo	(2016)
Gerald Raphael	(2016)
Beth Venti	(2015)
Vacancy	(2015)

INFORMATION TECHNOLOGY ADVISORY COMMITTEE

Ernest Frey	(2015)
John R. Gallagher	(2014)
Susan Goldberg	(2014)
Stephanie Leung	(2013)
Ariel Soiffer	(2013)
Vacancy	(2016)

NAMING COMMITTEE

Fred Lebow, Chair	(2014)
John Bain	(2015)
Carla Benka	(2014)
Helen Charlupski	(2015)
Wendy Ecker	(2016)
Harry Friedman (Alternate)	(2014)

PARK AND RECREATION COMMISSION

John Bain, Chair	(2016)
Clara Batchelor	(2014)
Antonia Bellalta	(2015)
James K. Carroll	(2015)
Daniel Lyons	(2014)
Nancy O'Connor	(2014)
Jean Stameris	(2013)

PLANNING BOARD

Mark J. Zarrillo, Chair	(2017)
Bob Cook	(2015)
Linda Hamlin	(2018)
Stephen Heikin	(2015)
Steve Kanes	(2014)
Sergio Modigliani	(2016)
Jonathan Simpson	(2014)

PRESERVATION COMMISSION

James Batchelor, Chair	(2014)
Paul Bell	(2014)
Wendy Ecker	(2016)
Elton Elperin	(2014)
Rosemary Battles Foy	(2015)
David King	(2016)
Judith Selwyn	(2015)

ALTERNATE MEMBERS:

Peter Ames	(2015)
Kirstin Gamble Bridier	(2016)
Peter Kleiner	(2016)
Giti Ganjei Saeidian	(2014)

REGISTRARS OF VOTERS

Linda Golburgh	(2015)
Andrew J. McIlwraith	(2016)
Victoria Whitney	(2014)
Patrick J. Ward, Ex Officio	

RETIREMENT BOARD

Gary Altman, Chair	(2015)
Stephen E. Cirillo	(2015)
Robert Ward	(2014)
Michael DiPietro, Ex Officio	

SOLID WASTE ADVISORY COMMITTEE

John Dempsey, Chair	(2014)
Barbara Field	(2016)
Amie Lindenboim	(2014)
Clint Richmond	(2014)
Susan Rittling	(2014)
Cynthia Snow	(2016)
Vacancy	(2016)

TRANSPORTATION BOARD

Josh Safer, Chair	(2014)
Chris Dempsey	(2015)
Gustaaf Driessen	(2016)
Brian Kane	(2014)
Ali R. Tali	(2015)
Pamela Zelnick	(2016)

TREE PLANTING COMMITTEE

Hugh Mattison, Chair	(2015)
Nadine Gerdts	(2014)
Brandon Schmitt	(2016)

TRUSTEES OF WALNUT HILL CEMETERY

Abbe Cohen, Chair	(2014)
Katharine Begien	(2014)
Gerard Hayes	(2015)
Richard T. Leary	(2015)
Joslin Ham Murphy	(2016)
Vacancy	(2016)

ZONING BOARD OF APPEALS

Jesse Geller, Chair	(2015)
Jonathan Book	(2016)
Christopher Hussey	(2014)

ASSOCIATE MEMBERS

Avi Liss	(2015)
Johanna Schneider	(2015)
Mark Zuroff	(2014)
Vacancy	(2014)
Vacancy	(2016)

MISCELLANEOUS APPOINTMENTS

**AGENT FOR MANAGEMENT OF REAL
ESTATE**

Susan Abdou

CIVIL DEFENSE DIRECTOR

Paul D. Ford

FENCE VIEWER

Peter Ditto

INSPECTOR OF ANIMALS

Robin Magner & Patrick Maloney

INSPECTOR OF PETROLEUM

Paul D. Ford

INSPECTOR OF WIRES

Theodore Steverman

KEEPER OF THE LOCK-UP

Daniel C. O'Leary

**LOCAL MOTH SUPERINTENDENT OF
INSECT PEST CONTROL**

Andrew Pappastergion

RIGHT TO KNOW COORDINATOR

Sandra DeBow

MEASURERS OF WOOD AND BARK

William McGroarty

BOARDS/COMMISSIONS APPOINTED
BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Broadband Monitoring Committee	Advisory Council on Public Health
Board of Examiners	Human Resources Board	Solid Waste Advisory Committee	Brookline Access Television	Commission for the Disabled
Building Commission	Registrars of Voters	Transportation Board	Celebrations Committee	Commission for Women
Economic Development Advisory Board	Retirement Board	Tree Planting Committee	Brookline Commission for the Arts	Council on Aging
Housing Advisory Board	Information Technology Advisory Committee	Trustees of Walnut Hills Cemetery	Park and Recreation Commission	Holocaust Memorial Committee
Planning Board	Brookline Naming Committee			Human Relations/ Youth Resources
Preservation Commission				

Board of Selectmen



(L-R) Selectmen Ken Goldstein, Town Administrator Mel Kleckner, Betsy Dewitt (Chairman), Richard Benka Nancy Daly and Neil Wishinsky

The Board of Selectmen is pleased to submit this report highlighting its activities and the issues affecting Brookline in 2013.

Board Organization and Elected Representation

At the Town Election on April 30, Neil Wishinsky was elected to a three-year term on the Board of Selectmen. Mr. Wishinsky replaced Jesse Mermell on the Board, who had resigned in January to assume the Director of Communications position in Governor Patrick's administration. Ms. Mermell will be missed for her energy, leadership and good humor. Mr. Wishinsky had served on the Advisory Committee for several years, so he assumed his role on the Board of Selectmen with minimal transition and learning curve. Ms. DeWitt was again selected to serve as chair of the Board for the ensuing term. As 2013 came to a close, Selectman Dick Benka indicated that he will not run for reelection to the Board in 2014.

In November, former Congressman Edward Markey was elected as a United State Senator from Massachusetts, permanently filling the vacancy created by John Kerry's resignation to become the country's Secretary of State.

Planning and Development Issues

The Board of Selectmen spent a great deal of time responding to the Chapter 40B affordable housing development proposed at Hancock Village by Chestnut Hill Realty (CHR).

Led by our Town Administrator, a management team consisting of Town Counsel, the Director of Planning and Community Development and the Building Commissioner was convened to provide the Board of Selectmen with the information and policy advice necessary to respond to this proposal. In February, we were informed that CHR withdrew its original application to MassDevelopment for preliminary site eligibility. A few months later, CHR re-filed an eligibility application with essentially the same development footprint as the prior project but with fewer housing units. While the new Project has fewer units, Board concluded that the site design, massing and relationship to topography and existing neighborhood development patterns did not differ significantly from the 2012 proposal and, consequently, did not address the Board's concerns. During the Town's review of public documents related to the withdrawal of the initial application, we learned that MassDevelopment had prepared a project denial letter just days before CHR's withdrawal. In October, the Town was very disappointed to receive a site eligibility approval letter from MassDevelopment that omitted language from the prior draft denial letter reflecting the project's site design flaws. The Board of Selectmen authorized Town Counsel to file suit against MassDevelopment for this inconsistent and inadequate approach. In the meantime, CHR submitted its comprehensive permit application on November 29 to the Zoning Board of Appeals. The Board also authorized funding and support to the Zoning Board of Appeals, including a special legal counsel and engineering expertise, necessary to review CHR's project. We will continue to aggressively provide leadership and support to the Zoning Board of Appeals in their review of this project.

The Board was pleased to learn of Children's Hospital's interest in renewing development plans for the B2 parcel at Brookline Place. The Board appointed a special committee to meet with the developer and represent the Town's substantial interests in this matter. Selectman Ken Goldstein and Selectman Neil Wishinsky served on this committee on behalf of the Board. This is a key development area of the Town uniquely situated in Brookline Village. In addition to additional tax revenue and other economic benefits, this project will coordinate with the Town's "Gateway East" project of public transportation improvements and other key urban design projects, including the Emerald Necklace bicycle and pedestrian improvements. We look forward to working with the Committee in order to propose the required zoning changes and other agreements that will make this major commercial project a success.

The Board is encouraged that the Red Cab project on Boylston Street is moving towards fruition and will likely begin construction in 2014. The efforts of the Selectmen's special planning committee headed by Selectman Dick Benka were instrumental in making this complicated site available for smart development.

Finally, the Board looks forward to the cooperative Brookline and Boston planning process to conclude for the Circle Cinema site in Cleveland Circle to be developed into a hotel and related retail project.

Budget

Working with the Advisory Committee and the School Committee, the Board considered the Town Administrator's Financial Plan and approved for recommendation to Town Meeting a balanced budget for Fiscal Year 2014. The annual budget process provides the Board with an opportunity to identify its goals and objectives for the coming year. Working with the Town Administrator and staff, the Board adopted the following Objectives for the ensuing year

1. To continue to observe policies and practices to ensure long-term financial sustainability, including:
 - the recommendations of the Override Study Committee relative to long-term financial sustainability, as adopted by Resolution in March, 2008.
 - implementation of recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.
 - Fiscal Policies relative to reserves and capital financing as part of the on-going effort to observe sound financial practices and retain the Aaa credit rating.
 - To continue to seek PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.
 - To continue to support the business community and vibrant commercial districts.
2. To carry out the CIP and the completion of major public projects in progress including Muddy River Restoration, Fisher Hill Reservoir Re-Use, Village Square, and the Devotion School in cooperation with the School Building Authority.
3. To continue to work with the School Committee on the development and execution of a comprehensive plan to address the space needs in the schools caused by the enrollment increases of the past few years.

4. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
5. To conduct labor contract negotiations for equitable settlements within the Town's ability to pay as shaped by the objectives noted above.
6. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
 - a. To explore alternative energy generation opportunities on Town-owned properties, including Singletree Hill Reservoir and Town buildings.
7. To broaden the Town's commitment to promoting diversity and inclusion in the residential community and in the staffing of Town departments through efforts such as participation in the Commonwealth Compact.
8. To expand technology utilization through promotion of the BrooklineMA.gov website, BrookONline portal, mobile applications and supporting departmental initiatives such as:
 - a. Increasing access to public information and on-line transactions including public meetings, permitting, inspections and financial data, and Town Meeting votes.
 - b. Better promotion of paperless billing options.
 - c. Working towards improving and promoting departmental performance.
 - d. Deployment of a citizen survey to assess the current satisfaction levels for Town services.
9. To ensure Brookline continues to invest in Public Safety-related technology including:
 - a. Supporting the Police Department's utilization of data sharing applications and tools to ensure effective and immediate availability of key Public Safety related information.
 - b. Assisting the Fire Department in the utilization of technology to improve firefighter safety, to re-engineer business processes, and improve intra-departmental communication.
10. To work with the Town Clerk to develop a Town policy for records storage; to gather historic and archival Town records, documents and materials; to organize and catalog them; and to establish a suitable storage space in an accessible location.
11. To provide leadership and coordinate planning efforts to minimize negative impacts of development on neighborhoods:
 - a. To monitor and comment on development projects in adjacent communities.
 - b. To continue to protect the Town's interests with respect to proposed residential development at Hancock Village.
 - c. To continue advocacy for state funding for the Village Square / Gateway East project.
 - d. To continue to seek opportunities to increase the Town's affordable housing stock.
 - e. To encourage/facilitate the rehabilitation/redevelopment of the Durgin and Waldo garage sites.
 - f. To seek redevelopment of the abandoned Circle Cinema site for the benefit of Brookline and Boston residents and property owners.
12. To seek opportunities to improve the streetscape with programs such as LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.
13. To ensure that historical plaques, street signs and symbols are maintained throughout town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.
14. To review special permit provisions of the Zoning By-Law in order to determine whether this form of land use regulation can more directly control for adverse impacts on Town resources resulting from development.
15. To explore possibilities to strengthen code enforcement for incidents of over-occupancy through possible changes in inspection practices, fine structure, and the processing of case information.
16. To support the implementation of an optimally designed taxi medallion program that will maximize revenues while improving service and reducing carbon emissions.
17. To review recommendations of the Small Commercial Property Tax Exemption Committee and consider possible legislative changes to the existing statute to establish criteria that could be applied in a more fair and equitable manner.
18. To provide guidance to the Police Department as they pursue Accreditation status to ensure an appropriate balance between public safety needs and the rights of individuals and to continue to monitor policy considerations such as Citizen Complaints and the Video Camera Monitoring system.
19. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.
20. To continue to monitor service quality performance of both Comcast and RCN.
21. To ensure compliance with the provisions of the Americans with Disabilities Act.
22. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
23. To strengthen relationships with Boards and Commissions.

Longer term financial projections revealed a large deficit in FY 2015 and beyond primarily resulting from a structural budget gap in the School Department. The Board established two committees in 2013 that will help define the scope and issues involved with financing the operating and capital budgets of the Town for the next several years, especially relating to the dramatic increase in school population. Chaired by Selectman DeWitt along with participation by Selectmen Goldstein and Wishinsky, the Brookline School Population and Capacity Exploration Committee (B-SPACE) helped define the manner in which the Town will plan, create and finance additional classroom capacity to meet the growing school population. In August, the Committee issued a series of recommendations to the School Committee to implement an "Expand in Place" model. This approach retains the existing "neighborhood school" and K-8 models by expanding existing schools. This will include expansion of the Devotion School, the Driscoll School and ultimately Brookline High School. The Old Lincoln School on Boylston Street will be used in the short to mid-term to create relief classroom space during school construction. The Override Study Committee (OSC) was jointly established by the Board of Selectmen and School Committee. It is charged with "determining whether substantially more revenue capacity than what is currently anticipated will be necessary to maintain desired levels of services and fund future liabilities of the Town and the Public Schools, and therefore, whether a voter-approved override or overrides of Proposition 2 ½ will be necessary to raise that revenue."

We look forward to working with the Override Study Committee over the next several months to understand the scope of the financial challenge and the solutions to address them. We also thank Selectman Benka for his efforts as co-chair on this very important committee.

While addressing the surge in preK-8 enrollment potentially carries a significant price tag and unfunded benefit-related liabilities continue to pose a challenge, the Town's continues to enjoy a positive financial position. As evidenced by the Town's maintenance of its Aaa bond rating from Moody's, the Town continues to meet financial challenges in prudent ways. Chief among them is continuing to follow the set of financial policies that have been adopted by Boards of Selectmen over the past two decades. The "Brookline Way" of long-term planning and disciplined management continues to help Brookline rise among its peers.

Capital Projects

Over the past couple of years, a number of significant capital projects have been undertaken and managed by the Building Department and the Building Commission. The Board thanks project management staff and the Commission members for their dedication and time-consuming work on those many projects, including the Runkle and Heath schools, fire station renovations, roof replacement and repointing of the Unified Arts Building, renovation of the Pierce School auditorium, and the Town Hall / Main Library garages. We know they will remain busy, as their current agenda includes projects such as the renovations/additions to the Devotion, Driscoll, Lawrence and Old Lincoln schools; renovations to the Municipal Service Center; and the maintenance building at the Lynch Municipal Golf Course.

In 2013, the transformation of the old Fisher Hill Reservoir into a multi-faceted park/open space commenced. This exciting project was funded by multiple sources: proceeds from the sale of the Town's reservoir site on the opposite side of Fisher Avenue (which has been transformed into a mixed-income housing development), bond proceeds, and state grants. Once completed, the project's creative reuse of the site will have transformed an inaccessible state surplus property into a new 10-acre public park in the dense urban town of Brookline.

Lastly, the Selectmen continue to advocate for funding for two significant public works projects: the Gateway East / Village Square project and the Emerald Necklace Bike / Pedestrian Path. These two projects, which have been in the works for many years, currently find themselves on the State's Transportation Improvement Plan (TIP). The Gateway East / Village Square project is slated to receive \$4.4 million while the Emerald Necklace Bike / Pedestrian Path project projects to receive \$1.3 million in state and federal monies. As previously noted, these projects are part of the overall plan to revitalize the Route 9 corridor along with the Brookline Place and Red Cab projects.

Licensing and Regulation

In 2013, the Board of Selectmen continued to prioritize its responsibilities to license and enforce regulations for the sale of alcoholic beverages. A special advisory committee established by the Board on licensing continued to meet throughout 2013 with the support of Selectman DeWitt and Selectman Goldstein. In October, 2013 the Board updated the Town's regulations for the sale of alcoholic beverages, as the sale of food products and the operation of lodging houses. The Selectmen's Office also improved the renewal process, creating an on-line

system for business owners to use rather than the old method of delivering paper documents and checks. The volume of usage proved its popularity with the business community.

At the state election in late 2012, voters of Massachusetts passed a referendum allowing for the sale of marijuana for medicinal purposes. Brookline citizens voted overwhelmingly in support of this referendum (75% to 25%). Given the support of the citizenry and Brookline's strategic location, it is likely that a registered medical marijuana dispensary (RMD) will be sited in Brookline. In anticipation of that possibility, the Town passed a zoning moratorium to provide more time to establish a land use and regulatory scheme. At the Town Meeting in November, a zoning article passed that established the right to sell medical marijuana and created a number of conditions including proximity to schools, churches and playgrounds. In addition to the zoning restrictions, the Board of Selectmen was authorized to be the municipal licensing authority. The Board will work with its licensing committee and the Town's legal staff to draft appropriate regulations.

Energy Efficiency

The Town and the non-profit Climate Action Brookline (CAB) participated in the Massachusetts Clean Energy Center's (MassCEC) Solarize Mass Program, which ran from May through October. The Solarize Mass Program partners municipalities with private solar developers. As more contracts are signed for small-scale solar facilities, the pricing drops for everyone. With outreach managed by members of the Selectmen's Climate Action Committee (CAC) and CAB, the Solarize Brookline Program reached the highest tier for the lowest pricing, and signed up 63 households for 345.6 kilowatts in total contracted capacity, a real success.

On the municipal front, this Board has supported the plan to replace the Town's current streetlight inventory with energy-efficient LEDs. Once these 3,600 streetlights are replaced, the Town's energy bill will decrease two-thirds, or by approximately \$225,000 per year. This is another example of the Town's prudent use of the Capital Improvement Program (CIP) as a means to invest one-time monies for long-term savings. In addition, the Town continues to implement its plan to replace Town-owned vehicles with more environmentally-friendly and energy efficient vehicles.

Taxi Medallions

In 2013, the Selectmen adopted a set of recommendations that will transition the current license-based taxi medallion system to a medallion-based one. The exploration of moving to taxi medallions began in 2006. After many years of hard work and public debate, the Town is now poised to move to a medallion-based system. A 2013 "Spotlight" report by the *Boston Globe* prompted concern by some residents and Board members, as the report highlighted some systematic abuses. Before agreeing to move to taxi medallions, we wanted to make sure that such egregious abuses would not happen in Brookline. The Board believes that the City of Boston's approach to oversight and unwillingness to enforce its own regulations led to the issues heightened by the *Globe*. Our Transportation Board and consultant have assured the Selectmen that not only will there be strict enforcement of the Town's regulations, but it will actually be enhanced under a medallion-based system. The Board believes will result in better service for users of town-based taxis. In addition, the Town estimates it will yield approximately \$12 million as part of this plan.

The 2013 Boston Marathon

On April 15, 2013, Brookline and the entire Boston region was shocked by the senseless bombings at the Boston Marathon in Copley Square. The Board of Selectmen was proud of the role that the Town of Brookline played on that day and in the aftermath. The Town's public safety, public works and public health agencies were instrumental in providing security and assistance to those impacted by the bombings on Patriots Day. In the days that followed, the Brookline Police Department was intimately involved in the planning and implementation of the capture of the bombing suspects. In late April, the Board was pleased to help organize a ceremony at the Coolidge Corner Theatre that memorialized the victims, supported the survivors and acknowledge the tremendous effort of public safety officials, first responders and volunteers.

Despite the tragedy, the Town's new Boston Marathon charity program, Team Brookline, was a great success. This new program, a partnership between the Town and the Brookline Community Mental Health Center, raised \$163,000 to support charitable activities in Brookline.



Selectman Goldstein and 2013's Team Brookline

Teen Center

In September, after many years of planning and fundraising, the Board of Selectmen welcomed the opening of the Brookline Teen Center on Aspinwall Avenue. Located in a 1930's era automotive shop, the Teen Center facility is unique and welcoming. It provides teens with a place to seek academic support, physical and recreational activity and socialization opportunities. The teens will be directly involved in establishing the programs and rules of the Center, thereby creating leadership development. We especially acknowledge the efforts of Paul Epstein for his vision and patience and to Matt Cooney, the Director of the new Center.

US Amateur

In August, The Country Club (TCC) hosted the United States Amateur Golf Championship. Brookline and TCC have a unique and significant place in the history of golf in the United States. In 1913, twenty year old Brookline resident and golf amateur Francis Ouimet won the United States Open Championship held at TCC playing against the world's top professional golfers. Thus, it was fitting that, 100 years later, TCC would host the US Amateur. The Town worked hard to integrate the championship event within the community and there were a number of Amateur Championship-related events in Town. While perhaps not the most visible, the most notably was the holding of two golf clinics for Brookline students at TCC. For most of these children, many of whom are participants in the Steps to Success program, it was the first time they had been on a golf course and the hope is that this experience in such a beautiful setting will spark interest in the great game of golf for these youngsters. Another exciting event was an evening with Mark Frost, author of "The Greatest Game Ever Played" about the 1913 US Open. Open to the general public and hosted jointly by the town of Brookline, the Country Club and the Dexter Southfield School, the event drew a large crowd in an intimate setting for a Q & A with the author. Also appearing was Bill Paxton, the director of the movie, making it an even more special evening.

Our special thanks go to Sean Cronin, Deputy Town Administrator and Lisa Paradis, Recreation Director, for their efforts.

Diversity and Inclusion

The future direction of affirmative action and diversity in the municipal work force continued to be a policy issue under consideration in 2013. This issue was a catalyst for reviewing the scope of the Human Relations/Youth Resources Commission, including its responsibility relative to the Human Resources Board and office. A petitioned Town Meeting article was submitted to strengthen the Human Relations Commission's scope and responsibility. At the same time, responding to the resignation of long time Human Relations Director Steve Bressler, the Town Administrator proposed a reorganization of the staffing for the Human Relations Commission and human relations programming. The Board of Selectmen determined that a special committee would be established to conduct a thorough review of the issue. In April, the Board established the Committee on Diversity, Equal Employment Opportunities and Affirmative Action. This committee is charged with reviewing any related by-laws, including Article 3.14 ("Division of Human Relations-Youth Resources"), Article 3.15,

"Human Resources Program, Board and Office"), Article 4.4 ("Fair Employment Practices with Regard to Contracts") and Article 5.5 ("Fair Housing"), and suggesting possible changes that will clarify municipal operations to further the Town's long-standing and continuing commitment to diversity and inclusion in our community. Selectman Nancy Daly was assigned to chair this committee with the hopes that a by-law proposal will be ready for action in the spring of 2014. At the Town Meeting in May, no changes were made to the Commission pending the work of the Selectmen's study committee. Town Meeting did approve the Town Administrator's reorganization proposal on an interim basis.

Two events occurred in 2013 which made clear to the Board that there was widespread support in Brookline for the principles of diversity and inclusion. In January, the Town held its annual Martin Luther King, Jr. "Keeping the Promise" event at the Coolidge Corner Theatre. In May, the Board collaborated with the Human Relations Commission to host a Diversity Forum. This event brought two of the state's top diversity officers, Ron Marlow and Sandra Borders, to discuss the Commonwealth's effort to diversify its workforce and programs.

Thanks

The Board sincerely thanks the hundreds of citizens who serve the Town on boards, committees and commissions. It also thanks our Town Administrator Mel Kleckner, the Deputy Town Administrator Sean Cronin, all department heads and the many dedicated employees of the Town for their commitment and work in improving the quality of life that all Brookline residents deserve and enjoy.

Town Administrator

Melvin A. Kleckner



It is a pleasure to once again report to the citizens of Brookline on the management of its municipal government and the activities that shaped public policy and civic affairs in 2013.

Land Use and Economic Development

Clearly, much of the Town's focus in 2013 has been in response to the Chapter 40B housing development proposed by Chestnut Hill Realty (CHR) at Hancock Village. Chapter 40B is a state law that allows developments with an affordable housing component to bypass local zoning restrictions in municipalities whose affordable housing stock is less than 10% and seek a "comprehensive permit" from the Zoning Board of Appeals. Before seeking this permit, the developer must receive project eligibility from a state development agency. In August of 2012, CHR filed for project eligibility with MassDevelopment. The Town established a comprehensive and coordinated review of the proposed development, including the use of special land use counsel. In December of 2012, the Town filed extensive comments to MassDevelopment raising concerns about scale, density, traffic and other impacts from the project. While not directly relevant in a Chapter 40B process, the Town also noted the substantial financial impact to the Town from such development, including the additional cost of public education and the inevitable requirement to construct a new school to relieve the overcrowded Baker School.

In February of 2013, the Town was advised that CHR withdrew its application to MassDevelopment. A few months later, CHR re-filed an eligibility application with essentially the same development footprint as the prior project but with fewer housing units. Curious as to this turn of events, the Town secured the public records of MassDevelopment's review process and was surprised to view a draft denial letter from MassDevelopment dated just days before CHR's withdrawal. The Town was heartened to note that the draft denial letter carefully reviewed the project's scope and impact consistent with new state design guidelines. Nonetheless, the Town engaged in a comprehensive review of the new development proposal and in August submitted comments to MassDevelopment similar to the prior application. In October, the Town was stunned to receive a brief approval letter from MassDevelopment that omitted any of the language from the prior draft denial letter reflecting the project's inconsistency with objective state design guidelines. The Board of Selectmen authorized Town Counsel to file suit against MassDevelopment for this inconsistent and inadequate approach. Meanwhile, CHR submitted its comprehensive permit application on November 29 to the Zoning Board of Appeals. I convened a staff leadership team involving the Planning Director, Town Counsel and the Building Commissioner to advise the Board of Selectmen and assist the Zoning Board of Appeals on this unique and time sensitive review

process. Krokidas and Bluestein was retained to provide specialized legal advice to the Town. By the end of 2013, a comprehensive process and schedule was established to meet the Town's legal obligations under Chapter 40B and to support the Town's strategic interests in this matter.

With an improved economic climate, major development projects that were previously on hold began to advance. In March, the Town was advised of Children's Hospital's interest in renewing discussions over the previously approved B2 site, so called, at Brookline Place near the Brookline Village MBTA station. In September, the Economic Development Advisory Board was formally presented with an outline of an alternative project. The new project would require a different zoning approach and significant changes to the prior development agreements between the Town and the Hospital. In response, the Board of Selectmen established a Brookline Place Advisory Committee and charged them submitting its final report and recommendation to the Board of Selectmen in time for it to be acted upon at the Spring 2014 Annual Town Meeting. In addition to the enhanced tax revenue and other financial benefits of this development, the B2 project also fits into the strategic goal of the Town to revitalize this "gateway" into Brookline and the Route 9 corridor from the Longwood Medical Area of Boston.

Other major projects also moved forward. The long abandoned Red Cab site on Route 9 (111 Boylston Street) will finally be developed into a 130-room hotel thanks to some creative zoning and collaboration with the neighborhood and the development community. It is expected that the project will break ground in the spring of 2014. This project has positive financial benefits for the Town, including enhanced property tax revenue and hotel excise taxes. Like the Brookline Place project, it is the Town's hope that this project will revitalize the surrounding area.

The project at the former cinema complex at Cleveland Circle is also moving toward fruition. This project straddles both the City of Boston and the Town of Brookline, creating a more complicated and lengthy permitting process. The development will consist of a hotel, restaurant and related space and will create a positive financial impact for the Town.

Given its density and engaged citizenry, the development process in Brookline can be intense and challenging. While this process tends to lead to better projects that are more harmonious with the surrounding residential neighborhoods, it can be time consuming and expensive. The Town's Planning and Community Development Department and its economic development office do a marvelous job in working with prospective developers, the affected neighborhoods and the various regulatory agencies in a process that creates smart development.

Over the last several years, Brookline has seen a renaissance in the quality and variety of dining establishments. In general, the Town supports this type of development because it leads to other local economic activity. It is also fiscally positive because of the revenue generated from the meals excise tax. In today's restaurant industry, the sale of beer, wine and other alcoholic beverages is essential. Yet Brookline is faced with a potential crisis as it reaches the availability of alcoholic beverage licenses due to a state imposed quota. The Town has filed special legislation seeking relief from the quota. The state's quota system is an outdated product of the post-Prohibition era and should be abolished. While the Legislature's concern for corruption and abuse at the local level is sincere, it is time for cities and towns to control their own economic destiny in this area.

Finally, in 2013 the Town approved a public private partnership with the non-profit Coolidge Corner Theatre. If approved by the State Legislature, the Town will exchange land easements with the Theatre and authorize an "air rights" lease in order to accommodate an expansion of the building. To remain competitive in today's cinema marketplace, the Coolidge will require an additional movie house and expanded common areas. The Coolidge is an historical and cultural icon for Brookline and we look forward to their continued vibrancy for many more years to come.

Strategic and Capital Planning

The Town continued to face dramatic increases in its school aged population and focused a great deal of effort on expanding its school facilities to accommodate new classroom space. In January, the School Committee and Board of Selectmen jointly established the Brookline School Population & Capacity Exploration Committee (B-SPACE) to help define the manner in which the Town will plan, create and finance this additional classroom capacity. In August, after many months of meetings, public input and deliberation, the Committee issued a series of recommendations to the School Committee to implement an "Expand in Place" model. This approach retains the existing "neighborhood school" and K-8 models by expanding existing schools. This will include

expansion of the Devotion School (already slated for renovation or replacement), the Driscoll School and ultimately Brookline High School. The Old Lincoln School on Boylston Street will be essential to create relief classroom space during school construction and possible other solutions in the long term.

The Town has an aggressive and consistent approach at planning and funding replacement of its capital assets. A Capital Improvement Program (CIP) is the mechanism used to propose and allocate funding for this purpose. At least 7.5% of the Town's revenue is identified for this purpose, much of it in the form of debt service on major projects. Since 1995, the Town has invested more than \$370 million in the CIP. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address the backlog of capital projects, have dramatically improved the Town's physical assets and appearance, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency. It is expected that the voters will be asked to continue this commitment by funding the Devotion School project outside of the Proposition 2½ tax levy limit, thereby freeing up funding capacity to fund the other school projects within the 7.5% capital investment target. In addition to the expansion of classroom capacity, the Town Meeting in May approved several major capital projects for its municipal buildings, parks and playgrounds, streets and sidewalks and heavy equipment.

Budgeting and Financial Management

One of the most important functions of the job of the Town Administrator is to prepare the Town's Budget each year. My office produces the annual Financial Plan, which combines the annual operating budget with a multi-year projection of operating and capital expenses and with a six-year CIP. In February, I submitted a Financial Plan that proposed a Fiscal Year 2014 Budget balancing \$257.4 million in revenue and expenses, including operation of the Town's enterprise activities. This budget represented an effective increase of 4.8% over the prior fiscal year.

The highlights of the FY 2014 Financial Plan included:

- Increased State Aid reflecting the Governor's commitment to adequately fund public education.
- Additional funding for long-term Pension and OPEB liabilities in order to offset prior investment losses in the pension fund and reach the Annual Required Contribution (ARC) for OPEB's more quickly.
- Strong Free Cash position allowing for additional funding of the Capital Improvement Program (total CIP funding is equivalent to 8.4% of prior year net revenue).
- Proposed reorganization/consolidation of Human Relations/Youth Resources Department.
- Unprecedented growth in school enrollment restricting the School Department's ability to maintain class size and educational programs.

Despite an allocation of revenue providing the School Department with a 4.4% increase over their FY 2013 budget, unprecedented growth in school enrollment continues to place enormous pressure on the ability to maintain class size and educational programs. Clearly, this pressure will continue to be felt as school enrollment continues to increase and the Town is forced to create new space to accommodate the additional students. Following up on a committee that addressed the current classroom capacity crisis, the Board of Selectmen appointed an Override Study Committee (OSC) to determine whether substantially more revenue capacity than what is currently anticipated will be necessary to maintain desired levels of services and fund future liabilities of the Town and the Schools. As 2013 drew to a close, the Board concluded its appointment of this blue ribbon committee and they had begun to meet. It appears inevitable that the Town will need to raise more tax revenue to sustain its operations and priorities. The OSC will provide the Town with expert and objective evaluation of this need and will identify policy and operational options to mitigate the impact of a tax override.

The Town has benefited greatly from long-term financial planning/policies and maintenance of reserves for its liabilities. The FY 2014 Budget complied with all Town financial policies, including a requirement to maintain an amount equivalent to no less than 10% of the Town's operating revenues in reserve. Investments in Pension and OPEB funding helped offset prior investment losses and placed the Town on a stronger financial footing in the eyes of the bond rating agencies and investors. Finally, the FY 2014 Financial Plan included a strong Capital

Improvement Plan (CIP) that meets the challenges of expanding classroom capacity in public school buildings and the renovation of the Town's buildings, facilities and physical infrastructure.

I am especially grateful for the contributions of Deputy Town Administrator Sean Cronin and Assistant Town Administrator Melissa Goff in preparation of the Financial Plan document. It provides a very informative and useful document for the Board of Selectmen, Advisory Committee and Town Meeting, and creates transparency and confidence among the Town's citizenry and other stakeholders. I am proud to announce that the Town was awarded the Government Finance Officers Association's (GFOA) award for Excellence in Budget Presentation for the eighth consecutive year.

Technology

The implementation of technology initiatives continues to be a priority. Most recently, the Town brought its payroll service in-house and has integrated it with the Town's MUNIS financial system. The result is not just lower overall costs, but also the opportunities for better information and automation of related tasks. Most business processes of the Town are converting to digital and web-based solutions and the Town continues to move toward a more mobile workforce. Two great examples of this are the Fire Department and DPW: those two departments are moving to systems where they will be able to view and modify inspectional data in real-time through the enhanced use of the Firehouse (Fire) and Cartegraph (DPW) products.

The Town continues to promote the use of BrookOnLine, its suite of on-line/mobile applications that enable a two-way interface between the Town and its residents. The system is used extensively to report physical issues in the community (potholes, missing signs and graffiti), to receive timely information on municipal meetings and issues, and to view/pay bills. Use of social media is revolutionizing the way the Town communicates with our citizens. In particular, the Police Department has embraced this technology and is actively using Twitter and Facebook to update citizens on criminal activity, traffic and other emergency information on a real-time basis.

Through the BrookOnLine portal, the Town continues to offer residents the ability to pay various taxes, fees, and fines. In CY2013, approximately 70,000 transactions worth more than \$15 million were made on-line, which represents an increase of more than 25%. The volume of payments made on-line continues to grow and we are committed to making it even easier to conduct business with the Town. An example of this the initiative to accept credit cards in virtually all Town departments. If you can use your credit card for purchases at local retailers, I believe you should be able to do the same when in line to pay a fee/fine.

In the fall, the Town partnered with the National Research Center, Inc. and the International City Management Association to issue an opinion survey to 1,200 residents in Brookline. The National Citizen Survey (NCS) is a tested survey instrument designed to elicit feedback on essential municipal services and other factors that measure our performance. The NCS is a low-cost survey instrument for local governments that has been developed by outside experts free of bias and establishes a neutral benchmark that all parties can accept. If done periodically, the survey will enable the Town to measure performance as viewed by residents. The NCS is currently used by over 500 municipalities in most states. The results of the survey were presented to the Board of Selectmen and the community in early-2014, and they were both spectacular and concerning. For example, the conclusion began with "Brookline residents enjoy an exceptionally high quality of life". However, some areas received low ratings (e.g., public parking, affordable quality housing, cost of living), proof that improvements can and will be made.

We are also committed to being transparent in our municipal government operations and finances. The Town partnered with the City of Woburn and several other communities to develop a web-based "Open Checkbook" application. This application, linked directly to the MUNIS financial system, allows a citizen to view expenditure of public funds. The Brookline Open Checkbook went live in early-2014 and I am excited about the opportunity it provides residents to become even more aware of how we spend your money.

Energy Efficiency / Green Initiatives

Another major policy focus is to find ways to reduce the Town's use of energy and make its operations more sustainable. With the support of the Commonwealth of Massachusetts and its regional planning agency, the Town is actively pursuing opportunities for solar power. This involves both rooftop installations on municipal and school buildings and ground mounted installations on open land. In 2013 the Town successfully adopted zoning to accommodate a solar installation at the Singletree site adjacent to a municipal water tower. While the

selected contractor for the regional program recently wound down their operations, the Town is hopeful a new vendor will be selected in early 2014 and that contracts can be executed for solar installation on municipal sites shortly thereafter.

The Town continues its commitment to energy conservation and efficiency through the implementation of projects funded through the CIP, the Green Community grant program, and through operating budget investments like the LED retrofit program. Following the success of the LED pilot program, the CIP includes funding to replace the remaining high-pressure sodium street lights with LED's over the next four years. The payback period is estimated to be less than 10 years. After that, the savings totals approximately \$2.16 million over the life of the equipment.

Community

Brookline is a diverse and active community. One of the events that define Brookline is the annual Boston Marathon that occurs each Patriots Day in April. What began as a beautifully sunny and festive day, the afternoon of April 15, 2013 turned tragic when terrorists detonated two bombs at the finish line in nearby Copley Square. With the eyes of the world on the Boston region, our community and public safety agencies responded with professionalism and dignity. The Town opened a shelter for hundreds of runners stranded in Brookline until arrangements could be made to get them to their destination. Brookline Police deployed a special operations (SWAT) team to assist Boston Police with security at the hospitals, and were instrumental in the subsequent effort to capture the bombing suspects in Watertown. The Town of Brookline sponsored a charity team of 25 runners (TEAM Brookline), many of whom were still on the course when the bombing occurred. There were many anxious moments as we eventually determined everyone on the Team was safe.

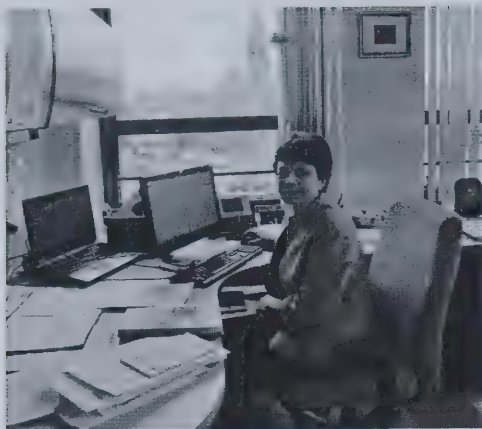
Two weeks later, I was proud to be part of the planning for a memorial and recognition ceremony held at the Coolidge Corner Theatre. The event was a heartfelt and somewhat spontaneous community response to acknowledge the first responders, Team Brookline, and other volunteers for their hard work in response to the tragic events. In addition to the hundreds of acts of kindness and compassion of ordinary citizens, I was impressed with an unprecedented level of cooperation between local, state and federal law enforcement agencies, all under the direction of the Boston Police Department. Everyone's thoughts and prayers for Boston were very much appreciated during this crisis. Boston and Brookline Strong!

Many other events define Brookline's community life. Programs are held each year celebrating veterans, the arts, food, shopping and the environment. Athletic competitions, school fairs and neighborhood events occur each weekend that help retain a small town feel for a community of 60,000 surrounded by Boston. Community life culminates with Brookline Day; a new event held each September that brings together the entire community in a day of fun and social engagement at the Larz Anderson Park.

Management and Staffing

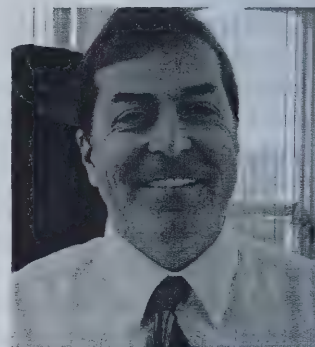
2013 represented significant transition in the Town of Brookline's management and leadership ranks. In April, Human Relations Director Steve Bressler retired after 39 years of service to the Brookline community. Brookline is a very diverse and progressive community. Its commitment to human rights and opportunities for youth and other groups was strengthened by Steve's leadership and efforts. Since its inception in 1970, the scope of the Human Relations/Youth Resources Department had changed as society, the law and the organization of town government have evolved. The departure of the Director provided me with the opportunity to review the services that are provided under the Human Relations/Youth Resources umbrella. I eventually proposed to reorganize the staffing and jurisdiction of the Department to more effectively support human relations and youth resources programming and to coordinate related human service functions of the Town. The reorganization involved merging and consolidating the Human Relations/Youth Resources department within the Health and Human Services Department. The efficiencies in this consolidation will result in broader support for the Human Relations Commission and other related committees (e.g. the Disability Commission and the Commission for Women) and better coordination for the range of human services provided by the Town. The effort to re-tool the appointed Human Relations/Youth Resources Commission and the Town's commitment to diversity continued with the establishment of a special study committee by the Board of Selectmen.

In August, 2013 the Town's long time housing planner, Fran Price, retired from service to the Town. Ms. Price was truly an expert in the complexities of affordable housing law and finance. Her expertise and advocacy for affordable housing will be missed.



and patience in serving as Acting Planning Director for far longer than planned. Kara not only managed the Planning Department during this transition, she made several lasting contributions to the Department and the Town during her tenure.

In November, I approved the appointment of Fred Russell as the new Water and Sewer Director for the Department of Public Works. This appointment was to fill the position vacated by the retirement of Phil Trainor. Mr. Trainor had served the Town for forty-four years. His knowledge of the water and sewer system and his friendly manner will be missed. Mr. Russell has a Bachelor's degree in Civil Engineering and is a Registered Professional Engineer with more than twenty years of experience in public works construction and administration along with successful supervisory experience. We welcome Mr. Russell to Brookline.



Finally, the Town was faced with the transition in the Town Counsel position upon Jennifer Dopazo Gilbert's resignation in July to pursue the private practice of law. Jennifer "grew up" professionally over a span of twenty-three years working in the Town's legal department, beginning as an administrative staff person and eventually being promoted as the Town's chief legal officer. I will be forever indebted to Jennifer for her support during my transition as Town Administrator in Brookline and her outstanding legal advice. More importantly, Jennifer was 100% committed to Brookline and balanced her legal responsibilities with the love of her hometown. The Board of Selectmen approved my recommendation to appoint Associate Town Counsel Joslin Ham Murphy to serve as Acting Town Counsel and I commenced a thorough process to make a permanent appointment. In October, I convened a screening panel consisting of Selectman Betsy DeWitt, Bernard Greene, Town Moderator Sandy Gadsby, Janet Fierman, Alan Morse, Steven Wright, Angela Allen and Sandra DeBow. As 2013 drew to a close, we remained hard at work in creating a competitive and diverse pool of candidates.

In September, the Brookline Police Department was the 45th in the state to receive formal accreditation from the Massachusetts Police Accreditation Commission. Accreditation is a self-initiated evaluation process by which police departments strive to meet and maintain standards that have been established for the profession, by the profession. These carefully selected standards reflect critical areas of police management, operations, and technical support activities. The program not only sets standards for the law enforcement profession, but also for the delivery of police services to all citizens of the commonwealth.

Professional

As an appointed local government manager, I have participated actively throughout my career in the International City Management Association (ICMA). ICMA is the premier professional organization of local government managers, providing a code of ethics, professional development opportunities and networking resources. In September, ICMA held its annual conference in Boston for the first time in nearly twenty-five years. I was honored to serve on the Conference Host Committee along with several other professional colleagues. We were proud to showcase Boston and the region to city managers throughout the United States. The Town of Brookline helped support the conference as well by hosting a young professional, offering a tour of our world class Library and hosting a golf event at the Lynch municipal golf course.

Conclusion

I could not perform my job without the assistance and support of many people. The Board of Selectmen provides the policy direction and leadership that is so necessary to achieve consensus in a municipal setting. I am also thankful for the support and advice of all department heads of the Town, including School Superintendent Bill Lupini. The staff in the Selectmen's office, consisting of Brenda Costello, Kate MacGillivray and Khaleela Willingham are indispensable. Finally, I am indebted to the outstanding service and support provided by Assistant to the Town Administrator Patty Parks, Assistant Town Administrator Melissa Goff and Deputy Town Administrator Sean Cronin. They are very talented and committed employees of the Town who contribute greatly to the professionalism and effectiveness of Town government in Brookline.

Town Moderator
Edward (Sandy) Gadsby

This May will mark the 20th anniversary of my incumbency as Brookline's Town Moderator. I am pleased to report that Town Meeting is in healthy, indeed robust, condition. There is a high degree of interest in our proceedings; attendance is almost always in the 80-90% range; and our discussions and debates are conducted with intelligence, fervor and dignity. I am proud of my minor role in all of this.

As is customary in these reports, here is a summary of the principal actions taken at the two Town Meetings held during the year 2013.

The main business of the Annual Town Meeting in May consisted of the adoption, after almost four hours of debate, of the Advisory Committee's \$229 million budget for fiscal year 2014. Town Meeting also passed a number of zoning changes and clarifications, including the actions necessary to permit the expansion of the Coolidge Corner Theater. At the Special Town Meeting held in November, the Town's by-laws were amended and supplemented to permit the creation and operation of medical marijuana dispensaries, one of which has already been licensed by the Commonwealth for a site on Beacon Street and Summit Avenue.

In accordance with long-standing tradition, we also adopted resolutions relating to matters over which Town Meeting has no direct or indirect control. This year's actions consisted of an expression of opposition to the transportation through New England of Canadian tar sands petroleum products and a resolution relating to U. S. participation in the conflict in Syria.

The most controversial debates at both Town Meetings involved the issue of diversity in Town government, specifically the membership of the Human Relations-Youth Resources Commission. At least in part at Town Meeting's prodding, the Selectmen have now filled most of the vacancies on that Commission, but that is unlikely to be the end of this discussion.

After its introduction at the 2012 Fall Town Meeting, the use of electronic voting in lieu of counted votes or roll calls has become routine. This has resulted in a more efficient and accurate voting process, and has received the virtually unanimous enthusiastic support of our Town Meeting Members. The annual cost of this innovation is relatively low and the inconveniences minimal. I am grateful to the offices of the Town Clerk and our Information Technology Department, whose contributions have been instrumental in the system's success.

Finally, I extend my customary thanks and that of the Town to two of the committees that I appoint, the Committee on Town Organization and Structure and the Advisory Committee, and to their able and long-time chairs, Jean Berg and Harry Bohrs. These committees devote prodigious efforts, with very little public recognition, to making our legislative process comprehensible and effective.

Advisory Committee
Harry K. Bohrs, Chair

Organization and Function

Massachusetts General Laws, Chapter 39, Section 16 states that "every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by by-law provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions..."

The Brookline Advisory Committee, in accordance with Town by-laws, shall consist of not fewer than 20 nor more than 30 established registered voters of the Town. At least one elected Town Meeting Member is appointed from each of the sixteen precincts, plus up to eight additional Town Meeting members and up to six members-at-large. This makes the Brookline Advisory Committee one of the largest of such

committees in the Commonwealth. The Brookline Advisory Committee is somewhat unique in that it functions not only as a Finance Committee, but also as an Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting on all matters ranging from Town finances and re-zoning to capital projects and collective bargaining in order to meet the specific needs of the community. The Advisory Committee reports to Town Meeting with its written recommendations on such matters in the printed warrant that is mailed to all Town Meeting members. The Advisory Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The Chair of the Advisory Committee appoints each member to serve on a subcommittee, working closely with members to determine which subcommittee will best suit their background and interest. The Chair selects a member from each subcommittee to serve as its Chair.



Advisory Committee

Advisory Committee Subcommittees

Below is a listing of current subcommittees with the areas to which each is responsible and its Chair:

Administration and Finance: Advisory Committee, Conditions of Appropriation, Debt and Interest, Finance, Information Technology, Selectmen, Town Clerk, and Unclassified. (Chaired by Harry Bohrs)

Capital: Building, Capital Improvements Program, Public Works, and Recreation. (Chaired by Carla Benka)

Human Services: Council on Aging, Health, Human Relations-Youth Resources, Library, and Veterans' Services. (Chaired by Sytske Humphrey)

Personnel: Collective Bargaining, Human Resources, and Personnel Benefits. (Chaired by Nancy Heller)

Planning and Regulation: Legal Services, Planning and Community Development, Zoning. (Chaired by Sean Lynn-Jones)

Public Safety: Police and Fire. (Chaired by Janice Kahn)

Schools: (Chaired by Leonard Weiss)

2013 Issues

In 2013, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Advisory Committee met regularly to prepare its recommendations for the Annual

Town Meeting and the Special Town Meeting. In addition, the subcommittees met scores of times to hold public hearings (as well as numerous on-site visits to assess special projects throughout the town), which enabled both supporters and opponents of various issues to express their views. As a result, the subcommittees' reports to the full Advisory Committee allowed the Committee to take into account fully public sentiment and pertinent information in its final discussion and decision-making process.

The Advisory Committee spent approximately three months crafting its version of the Town's FY14 Budget. From mid-February through mid-May, the full Committee met twice a week or more to hear and discuss subcommittee recommendations. Throughout this process, members collected and analyzed information from numerous sources. The Committee listened to the requests and concerns of boards and commissions, Town officials and citizens, balanced these views, and prepared and submitted to Town Meeting a detailed budget recommendation in the form of the annual appropriation article.

During 2013, the Advisory Committee prepared and presented to Town Meeting comprehensive reports on complicated warrant articles as well. Topics included a number of complex zoning issues, legislation around Medical Marijuana Dispensaries, Lodging House regulations, the expansion of the Coolidge Corner Cinema, Disorderly Conduct, and News rack regulations to name a few.

In addition to serving on various special committees, members of the Advisory Committee actively participated on committees appointed by the Board of Selectmen. Members also served on a number of standing Town committees including the Labor Advisory, Town/School Partnership, Selectmen's Committee on Diversity, and Audit Committees. In particular, and in response to the pressures of increased school enrollments, members served on the B-SPACE Committee to consider school space needs as well as the Override Study Committee.

Membership

Harry Bohrs was re-elected to serve as the Chair of the Committee and Carla Benka was re-elected to serve as Vice Chair.

After many years of valuable service to the Committee as both Vice Chair and Planning & Regulation Subcommittee Chair, Neil Wishinsky moved on to be elected Selectman. While his insight and talents are missed at the Advisory Committee, he carries those same skills to the Board of Selectmen in serving our community.

The Advisory Committee will continue working diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best interest of the Town and all of its residents.

Town Meeting

Summary of Actions Taken Annual Town Meeting May 28, 2013

ARTICLE ONE

Appointment of Measurers of Wood and Bark. (Board of Selectmen) A motion of Favorable Action, that the number of measurers of Wood and bark be two to be appointed by the Selectmen, was passed by a Unanimous Vote.

ARTICLE TWO

Approval of Collective Bargaining Agreements. (Human Resources) A motion of Favorable Action, to approve and fund cost items in the collective bargaining agreements the Brookline Engineers Division Association (BEDA) and Local 1358, AFSCME (Library), Council 93, AFL-CIO was passed by an Electronic Recorded Vote of 190 In Favor, 18 Opposed and 3 Abstentions. A motion of Favorable Action, to approve and fund cost items in the collective bargaining agreement for AFSCME Council 93, Local 1358, was passed by an Electronic Recorded Vote of 190 In Favor, 17 Opposed and 4 Abstentions.

ARTICLE THREE

Annual Authorization of Compensating Balance Agreements. (Treasurer/Collector) A motion of Favorable Action to authorize the Treasurer, with the approval of the Board of Selectmen, to enter into compensating balance agreements for FY2014, was passed by a Unanimous Vote.

ARTICLE FOUR

Report on the Close-out of Special Appropriations/Bond Authorization Rescission. (Board of Selectmen) A motion of No Action, was passed by a Unanimous Vote.

ARTICLE FIVE

Approval of Unpaid Bills of a Prior Fiscal Year. (Board of Selectmen) A motion of No Action was passed by a Unanimous Vote.

ARTICLE SIX

Acceptance of Legislation to Increase Property Tax Exemptions. (Assessors) A motion of

Favorable Action to establish an additional property tax exemption for FY 2014, was passed by a Unanimous Vote.

ARTICLE SEVEN

FY2013 Budget Amendments (Board of Selectmen) No Action was taken under this article.

ARTICLE EIGHT

Annual (FY14) Appropriations Article. (Advisory Committee) A motion of Favorable Action to approve the FY2014 Budget, with total appropriated expenditures of \$220,969,579, was passed as amended and separately voted, by a Unanimous Vote.

ARTICLE NINE

Amendment to Article 3.14 of the General By-Laws – Human Relations-Youth Resources (Town Administrator). A Motion of favorable action to eliminate the one-person Human Relations-Youth Resource department and shift its responsibilities to the Health Department, was passed by a Counted Vote of 200 In Favor and 1 Opposed.

ARTICLE TEN

Amendments to Article 3.14 - Human Relations-Youth Resources and Article 3.15 Human Resources Office - (Petition of Brooks A. Ames, Bobbie Knable, Frank Farlow, Mariela Ames, Larry Onie and Arthur Wellington Conquest III). A motion of Favorable Action, to refer the subject matter under Article 10 to the Selectmen's Committee on Diversity, was passed by an Electronic Recorded Vote of 144 In Favor, 61 Opposed and 3 Abstentions.

ARTICLE ELEVEN

Amendment to Article 3.4 of the General By-Laws – Town Clerk (Petition of Patricia Connors). A motion of Favorable Action, to require resolutions passed by Town Meeting to

be mailed to all necessary parties within thirty days, was passed by a Unanimous Vote.

ARTICLE TWELVE

Amendment to Article 4.8 of the General By-Laws – Living Wage By-Law (Petition of Patricia Connors) A motion of Favorable Action, to link notices concerning the Living Wage By-Law conspicuously on the Town's Webpage and expand the grievance procedure, was passed by a Unanimous Vote.

ARTICLE THIRTEEN

Amendment to Article 7.6 of the General By-Laws – Newsrack Regulations – (Petition of Richard (Dick) Benka and Jean Stringham) A motion of Favorable Action, creating specific standards for the proper maintenance of and the streamlining of enforcement tools for, the display and distribution of sidewalk newsracks, was passed by a Unanimous Vote.

ARTICLE FOURTEEN

Amendment to Article 8.5 of the General By-Laws – Disorderly Behavior (Petition of Stanley Spiegel and Nancy Heller). A motion of Favorable Action, better defining what constitutes disturbance of the peace and creating a specific non-criminal penalty of \$100 for its violation, was passed by a Unanimous Vote.

ARTICLE FIFTEEN

Amendment to Section 2.07 of the Zoning By-Laws – "G" Definitions and Gross Floor Area (Department of Planning and Community Development). A motion of Favorable Action, to revise the calculation of Gross Floor Area for single-family and two-family dwellings with ceiling heights in excess of twelve feet, was passed by a Counted Vote of 178 In Favor and 1 Opposed.

ARTICLE SIXTEEN

Amendments to Section 2.12 of the Zoning By-Law – "L" Definitions, Lodger and Lodging House (Department of Planning and Community Development). A motion of Favorable Action, to allow for in-room cooking facilities for lodging houses with affordability restrictions, was passed by a Counted Vote of 178 In Favor and 1 Opposed.

ARTICLE SEVENTEEN

Amendments to Section 2.13 of the Zoning By-Law – "M" Definitions and Section 4.07 of the Zoning By-Laws – Table of Use Regulations (Department of Planning and Community Development). A motion of Favorable Action, to impose a moratorium on the sale of medical marijuana or related uses for a limited time period, was passed by a Counted Vote of 140 In Favor and 3 Opposed.

ARTICLE EIGHTEEN

Amendments to Section 4.07 the Zoning By-Law – Table of Use Regulations and Section 6.02.4.a and c - Off-Street Parking Regulations (Department of Planning Community Development). A motion of Favorable Action to allow day care use and review of parking and drop-off/pick-up areas, was passed by a Counted Vote of 178 In Favor and 1 Opposed.

ARTICLE NINETEEN

Vote to Extinguish a Portion of a Town Easement at 280-292 Harvard Street – (Petition of Michael Maynard, Coolidge Corner Theater Foundation). A motion of Favorable Action was passed by a Two-Thirds Vote.

ARTICLE TWENTY

Vote to Accept an Easement at 280-292 Harvard Street from the Hamilton Charitable Corporation – (Petition of Michael Maynard, Coolidge Corner Theater Foundation). A motion of Favorable Action was passed by a Two-Thirds Vote.

ARTICLE TWENTY-ONE

Legislation to Authorize the Lease of Air Rights Over a Portion of a Municipal Off-Street Parking Area – (Petition of Michael Maynard, Coolidge Corner Theater Foundation). A motion of Favorable Action, to authorize the Board of Selectmen to file legislation with the General Court for approval to lease for not more than 99 years air rights of approximately 950 square feet over a portion of Town-owned land at the rear of the Coolidge Corner Theater to the Hamilton Charitable Corporation, was passed by a Majority Vote.

ARTICLE TWENTY-TWO

Resolution to Further Study Transit Signal Prioritization on the Beacon Street Corridor – (Petition of Michael Sanders and Christopher Dempsey). A motion of Favorable Action was

passed by a Majority Vote. (Retirement Board) A motion of Favorable Action was Defeated.

ARTICLE TWENTY-THREE

Resolution Expressing Opposition to the Transportation of Canadian Tar Sands Products Through New England and to Support and to Support Low Carbon Fuel Standards – (Petition of Carol Oldham). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE TWENTY-FOUR

Reports of Town Officers and Committees – (Board of Selectmen). Reports were presented by the Transportation Board on Article 23 of the 2012 Annual Town Meeting; the Audit Committee; the Housing Advisory Board; the Clean Construction Task Force; and the Moderator's Committee on Waste Disposal.

Summary of Actions Taken Special Town Meeting November 19, 2013

ARTICLE ONE

Approval of unpaid bills - (Board of Selectmen). No Action was taken under this article.

ARTICLE TWO

Approval of collective bargaining agreements - (Human Resources Director). A motion of Favorable Action, to approve and fund cost items in the collective bargaining agreement of the School Traffic Supervisors, AFSCME Council 93, Local 1358, was passed by a Unanimous Vote.

ARTICLE THREE

FY2014 Budget Amendments (Board of Selectmen). A motion of Favorable Action, to add \$62,000 to the Police Department budget; reduce the Fire Department budget by \$5,000; reduce the Building Department budget by \$1,000 and reduce the Department of Public Works budget by \$24,000, was passed by a Unanimous Vote.

ARTICLE FOUR

Amendment to Article 8.23 of the General By-Laws – Tobacco Control (Petition of Thomas J. Vitolo). A motion of Favorable was passed by a Unanimous Vote.

ARTICLE FIVE

Amendment to Article 8.30 of the General By-Laws – Fingerprint Based Criminal Record Background Checks (Police Chief). A motion of Favorable Action, to include operators of Registered Marijuana Dispensaries, was passed by a Counted Vote of 182 In Favor and 4 Opposed.

ARTICLE SIX

Amendment to Article 8.32 of the General By-Laws – Registered Marijuana Dispensary (RMD) Licenses (Police Chief). A motion of Favorable Action, to create a new by-law establishing a local licensing framework for RMD's, was passed by a Counted Vote of 210 In Favor and 4 Opposed.

ARTICLE SEVEN

Amendment to Section 2.13.1 of the Zoning By-Laws – Medical Marijuana Treatment Center and adoption of a new Section 4.12 of the Zoning By-Laws – Registered Marijuana Dispensary (Department of Planning and Community Development). A motion of Favorable Action, to allow Registered Marijuana Dispensaries in commercial zones by special permit with strict safeguard regulations, was passed, as amended, by a Counted Vote of 208 In Favor and 7 Opposed.

ARTICLE EIGHT

Amendments to Section 4.07, Use #5 of the Zoning By-Laws – Table of Use Regulations, Table 5.01 of the Zoning By-Laws – Table of Dimensional Requirements, and Section 2.07 of the Zoning By-Laws – "G" Definitions (Department of Planning and Community Development). A motion of Favorable Action, to better define F Zone Districts, was passed by a Counted Vote of 215 In Favor and 1 Opposed.

ARTICLE NINE

Amendment to Section 4.07, Use #53 of the Zoning By-Laws – Table of Use Regulations (Department of Planning and Community Development). A motion of Favorable Action, to limit accessory dwelling units for domestic employees to S-40 Districts with lots greater than 40,000 square feet, was passed by a Two-Thirds Vote.

ARTICLE TEN

Amendment to Section 6.02 of the Zoning By-Laws – Table of Off-Street Parking Spaces

(Board of Selectmen). A Motion of Favorable Action, to require less parking for studio and one bedroom dwelling units, was failed to achieve a Two-Thirds Vote and was Defeated by an Electronic Recorded Vote of 127 In Favor, 82 Opposed and 4 Abstentions.

ARTICLE ELEVEN

Amendment to Section 6.06 of the Zoning By-Laws – Off Street Loading Regulations and Section 6.07 of the Zoning By-Laws – Design and Layout of Off-Street Loading Facilities (Department of Planning and Community Development). A motion of Favorable Action, to allow for the reduction of the number of required loading bays and/or dimensions of loading bays when demonstrated it is warranted, was passed by a Unanimous Vote.

ARTICLE TWELVE

Authorize the the leasing of the Singletree Reservoir site for hosting a ground-mounted Solar Photovoltaic Installation (Board of Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE THIRTEEN

Revocation of the Acceptance of Massachusetts General Laws, Chapter 149, Section 33B – Overtime Eligibility (Human Resource Director). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE FOURTEEN

Request that the Selectmen conduct an Annual Review of the Town's Pension and Retiree Healthcare Liabilities under Different Accounting Methods (Petition of Sundar Srinivasan). No Action was taken under this article.

ARTICLE FIFTEEN

Request that the Selectmen require the Building Commissioner to specify in all decisions relating to condominium common areas a date by which any required action must be taken (Petition of Ruthann Sneider). No Action was taken under this article.

ARTICLE SIXTEEN

Resolution to Fill Vacancies on the Human Relations Commission (Petition of the Diversity Committee of the Human Relations Commission - Brooks Ames, Mariela Ames, Larry Onie, Georgi Vogel Rosen). A substitute motion of Favorable Action was passed by a Counted Vote of 183 In Favor and 15 Opposed.

ARTICLE SEVENTEEN

Resolution Opposing a U.S. Attack on Syria (Petition of John Bassett, Frank Farlow, David Klafter, M.K. Merelice). A motion of Favorable Action, to commend the Obama administration for choosing diplomacy and negotiations to resolve the Syrian conflict, was passed by a Majority Vote.

ARTICLE EIGHTEEN

Resolution Opposing Police Surveillance Cameras from the Department of Homeland Security (Petition of Clint Richmond, Sarah Wunsch, Frank Farlow and Eunice White). A motion of Favorable Action, not to increase beyond current levels the hours of operation of the general police surveillance cameras, was passed, as amended, by an Electronic Recorded Vote of 112 In Favor, 87 Opposed and 4 Abstentions.

ARTICLE NINETEEN

Reports of Town Officers and Committees. (Board of Selectmen). Reports were presented by the Selectmen's Climate Action Committee; and the Moderator's Committee on Parking.

2013 TOWN MEETING MEMBER ATTENDANCE

Precinct	Name	Eligible	Attended
01	Cavell, Cathleen C.	4	3
01	Cook, Ernest	4	0
01	Cutler, Jonathan D.	4	4
01	Ercolino, Elijah	2	2
01	Franco, James F.	4	4
01	Garver, Richard Perry	4	4
01	Gordon, Neil R.	4	4
01	Herman, Helen Y.	4	4
01	Hillman, Carol B.	4	4
01	Lynn-Jones, Sean M.	4	4
01	Miller, Barry A.	2	1
01	Moghtader, Paul F.	4	2
01	Neuefeind, Bettina	4	4
01	Schram, Robert L.	4	4
01	Silbaugh, Katherine B.	4	4
01	Vitolo, Thomas John	4	4
02	Kahl, Christopher A.	4	3
02	Liss, Lisa E.	4	4
02	McNally, Rita K.	4	4
02	Mitchell, Adam A.	4	4
02	O'Brien, Barbara A.	4	4
02	Ossenfort, Gwen Ellen	4	4
02	Pehlke, Linda Olson	4	4
02	Richmond, Edward L.	4	4
02	Roberts, Susan M.	4	4
02	Spiegel, Diana Lees	4	4
02	Spiegel, Stanley L.	4	4
02	White, Eunice S.	4	4
02	Wolff, Bruce	4	4
02	Wynne, Ana Vera Macedo	4	4
02	Wynne, Richard Charles	4	4
03	Bohrs, Harry K.	4	4
03	Connors, Patricia A.	4	4
03	Dewart, Mary D.	4	4
03	Dewart, Murray	4	4
03	Doughty, Dennis L.	4	4
03	Geist, Kathe Sternbach	4	4
03	Gilman, Jane C.	4	4
03	Jones, Gary D.	4	3
03	Koff, Laurence Kragen	4	4
03	Leka, Donald Gene	4	3
03	Scanlon, Kathleen M.	4	4
03	Shapiro, Gregg David	4	3
03	Steinfeld, Frank R.	4	4
03	Stone, Rebecca E.	4	4
03	Stringham, Jean	4	4

Precinct	Name	Eligible	Attended
04	Axelrod, Sarah T.	4	4
04	Brickman, Edith R.	4	4
04	Cooper, Ingrid E.	4	4
04	Covert, Anne S.	4	4
04	Farlow, Frank W.	4	4
04	Farlow, Martha A.	4	4
04	Gerds, Nadine	4	4
04	McCarrell, Sharon L.	4	4
04	Morales, Carlos Ernesto	4	4
04	Mulhane, John T.	4	4
04	Nobrega, Mariah C.	4	3
04	Robinson, Joseph E.	4	4
04	Siegal, Marjorie	4	4
04	Smith, Virginia A.	4	4
04	Volk, Robert	4	4
05	Allen, Richard E.	4	4
05	Cady, Blake	4	1
05	Daves, Robert S.	4	4
05	DeWitt, Dennis J.	4	3
05	Gross, Betsy Shure	4	4
05	Gunnuscio, Michael B.	4	3
05	Hyatt, Angela	4	4
05	Lindenboim, Amie	4	4
05	Mattison, Hugh	4	4
05	Mehta, Puja P.	4	4
05	Meiklejohn, D. Randolph	4	4
05	O'Leary, Phyllis R.	4	4
05	Olins, Andrew M.	4	4
05	Stampfer, Claire B.	4	4
05	von Krusenstiern, Lenore K.	4	4
06	Anderson, Catherine C.	4	2
06	Bassett, John	4	4
06	Conquest III, Arthur Wellington	4	4
06	Dempsey, Christopher	4	4
06	Humphrey, Systke V.	4	2
06	Kane, Brian	4	4
06	LaPlante, Virginia W.	4	4
06	Merelice, M. K.	4	4
06	O'Donnell, Kerry	4	3
06	Polumbaum, Ian	4	4
06	Richmond, Clinton Q.	4	4
06	Roffman, Ian D.	4	4
06	Smith, Kim	4	4
06	Sneider, Ruthann	4	4
06	Sperber, Robert I.	4	4
07	Ball, Ellen B.	4	4

Precinct	Name	Eligible	Attended
07	Cohen, Susan F.	4	3
07	Ellis, Susan P.	4	4
07	Frey, Ernest A.	4	4
07	Giller, Phyllis D.	4	3
07	Goldstein, Elizabeth (Betty)	4	4
07	Gray, Mark A.	4	4
07	Greene, Bernard W.	4	4
07	Hardebeck, Kelly A.	4	2
07	Lewis, Jonathan	4	4
07	Margolis, Jonathan J.	4	4
07	Oates, Christopher M.	4	4
07	Sable, Sloan K.	4	4
07	Shon-Baker, Rita	4	4
07	Slayton, James M.	4	3
08	Bernard, Laura Sara	4	4
08	Caro, Francis G.	4	4
08	Cox, Abigail Schoenbaum	4	4
08	Crandell, Gina	4	3
08	Friedman, Franklin D.	4	4
08	Goldstein, David-Marc	4	4
08	Harris, John	4	4
08	Heller, Nancy S.	4	2
08	Johnson, Anita L.	4	4
08	Roll, Evelyn Ayash	4	0
08	Scotto, Barbara C.	4	4
08	Sears, Lisamarie J.	4	3
08	Spiegel, Samuel	4	0
08	Stock, Sara	4	1
08	Toomey, Maura	4	4
09	Brooks, Liza	4	4
09	Geller, Joseph T.	4	3
09	Harris, Paul E.	4	0
09	Hinchey, Nathaniel	4	4
09	Jozwicki, Barr A.	4	4
09	Jozwicki, Joyce	4	4
09	Katz, Pamela C.	4	1
09	Levine, Julius B.	4	0
09	Rabinovitz, Stanley N.	4	4
09	Rosenstein, Harriet	4	2
09	Rosenthal, Martin R.	4	4
09	Swartz, Charles	4	4
09	Tyndal, Dwaigh	4	3
09	Vanderkay, Judith A.	4	4
09	White, George Abbott	4	4
10	Chertok, Sumner J.	4	4
10	Cohen, Karen C.	4	0
10	Coughlin, William J.	2	0
10	Davis, Jonathan H.	4	4
10	Davis, Linda M.	4	4
10	Deak, Holly L.	4	4
10	Gaehde, Stephan A.	4	2
10	Jones, Beth	4	0
10	Sandalow, Sharon A.	4	4
10	Sanders, Michael B.	2	2
10	Shuman, Stanley	4	4
10	Skagestad, Finn Peter	4	4
10	Spingarn, Alexandra (Sandy)	4	2
10	Sweitzer, Naomi Leigh	4	3
10	Zuker, Molly Gross	4	1

Precinct	Name	Eligible	Attended
11	Bain, Dixon	2	1
11	Coderre, Raymond	2	2
11	de Fougerolles, Paula	2	0
11	Ditkoff, Joseph M.	4	4
11	Giora-Gorfajn, Shanna	4	4
11	Goldsmith, Jennifer	4	4
11	Gray, Martha E.	4	4
11	Knable, Bobbie M.	4	4
11	Lewis, Kenneth G.	4	4
11	Lowe, David J.	4	4
11	Mautner, Rebecca Plaut	4	3
11	Moran, Maryellen	4	4
11	Oldham, Carol F.	4	4
11	Sheehan, Brian	2	2
11	Tolkoff, Josh	4	2
11	Uekermann, Kristen April	4	4
11	Wenc, Karen	4	3
12	Burstein, Michael A.	4	4
12	Cohen, Bruce B.	4	4
12	Cooke-Childs, Lee	4	4
12	Ellis, Chad	4	4
12	Friedman, Harry K.	4	4
12	Grand, Jonathan H.	4	4
12	Greenfield, Stefanie A.	4	4
12	Hatchett, Casey	4	4
12	Hummel, Amy	4	4
12	Karon, Jonathan A.	4	4
12	Klafter, David B.	4	4
12	Lowenstein, Mark J.	4	4
12	Meyers, Judy	4	4
12	Slotnick, William E.	4	4
12	Weitzman, Donald C.	4	4
13	Baker, Joanna	4	4
13	Benka, Carla Wyman	4	4
13	Blood, Roger F.	4	4
13	Chanyasulkit, Chris	4	4
13	Doggett, John	4	4
13	Fine, Jonathan S.	4	4
13	Fischer, Andrew	4	4
13	Freeman, John W.	4	4
13	Hoy, Francis Charlton	4	4
13	Kaplan, Ruth L.	4	4
13	Lohe, Werner	4	4
13	Saner, Paul A.	4	3
13	Selwyn, Lee L.	4	4
13	Senecal, Barbara M.	4	3
13	VanScoyoc, John R.	4	4
14	Basile, Robert W.	4	4
14	Brown, Clifford M.	4	4
14	Carlisle, Linda K.	4	1
14	Fishman, Gill	4	4
14	Friedman, Paula K.	2	2
14	Goldberg, Deborah B.	4	2
14	Johnson, Georgia M.	4	2
14	Leviton, Fred	4	4
14	Lipson, Roger R.	4	4
14	Lodish, Pamela C.	4	4
14	Merrill, Cameron S.	2	2
14	Merrill, Chou Chou	4	1

Precinct	Name	Eligible	Attended
14	Merrill, Michael W.	4	2
14	Mittel, Shaari S.	4	4
14	O'Connell, Kathleen M.	4	4
14	Roseman, Lynda E.	4	4
15	Alexanderian, Edwin	4	1
15	Ames, Mariela	4	4
15	Berger, Eileen Connell	4	3
15	Berger, Michael	4	3
15	Coffin, Abby R.	4	4
15	Flanagan, Jane M.	4	0
15	Hall, John L.	4	2
15	Hallowell, Benedicte J.	4	4
15	Kahn, Janice S.	4	4
15	Nangle, Richard	4	0
15	Pearlman, David Arenas	4	4
15	Rourke Jr., James C.	4	1
15	Rudman, Deborah D.	4	3
15	Sadeghi-Nejad, Ab	4	4
15	van der Ziel, Cornelia H. J.	4	4
16	Allaire, Saralyn J.	4	4
16	Allen, Robert L.	4	4
16	Basile, Beverly A.	4	3
16	Basile, John R.	4	4
16	Chiumenti, Stephen	4	4
16	Frawley, Regina M.	4	4
16	Gallitano, Thomas J.	4	4
16	Gladstone, Scott C.	4	4
16	Jonas, Alisa G.	4	4
16	Koocher, Gerald P.	2	2
16	Leichtner, Judith	2	2
16	Pu, William	4	2
16	Safer, Joshua D.	4	4
16	Scharf, Irene	4	2
16	Sneider, Arthur	4	4
16	Stavis-Zak, Joyce E.	4	4
AL	Benka, Richard (Dick)	4	4
AL	Daly, Nancy A.	4	4
AL	DeWitt, Betsy	4	4
AL	Gadsby, Edward (Sandy)	4	4
AL	Goldstein, Kenneth M.	4	4
AL	Smizik, Hon. Frank Israel	4	0
AL	Ward, Patrick J.	4	4
AL	Wishinsky, Neil A.	4	4

RESOLUTIONS PASSED IN 2013

1. A Resolution to Study Signal Prioritization along Beacon Street

WHEREAS, trolley service along Beacon Street is an integral part of the Town's transportation system,

WHEREAS, improved trolley service will reduce congestion, thereby decreasing local air pollution and carbon emissions,

WHEREAS, more efficient trolley service will benefit transit users, motorists, and Brookline businesses,

WHEREAS, transit signal prioritization will improve trolley service by decreasing average trip time, improving on-time performance, and reducing trolley bunching,

NOW, THEREFORE, BE IT RESOLVED, that an appropriation of sufficient funds in the Fiscal Year 2015 budget be proposed to Town Meeting to commission a professional engineering study of the costs and benefits of upgrading Town-owned traffic signals, controllers, and associated equipment along Beacon Street to allow for the prioritization of MBTA trolleys.

2. A Resolution on Canadian Tar Sands Products

WHEREAS, global warming pollution from fossil fuel use is having severe economic and environmental impacts on U.S. cities; and,

WHEREAS the well-to-tank phase of high carbon, high environmental impact fuels such as those from refineries using feed stocks from Canada's Tar Sands generates more global warming pollution than the well-to-tank phase of other fossil fuels; and

WHEREAS, the production of tar sands oil from Canada involves environmental and social impacts including damage to Canada's Boreal forest ecosystem and the Athabasca River ecosystem, destruction of scarce freshwater, generation of toxic waste held in open pits that leak, contamination of wildlife habitat, elevated levels of cancer in human communities downstream of tar sands operations and increased health risks to fence-line communities living near refineries using feed stocks from Canada's Tar Sands; and

WHEREAS, in 2010 a pipeline carrying derivatives of Canadian Tar Sands ruptured near Kalamazoo, Michigan spilling more than 800,000 gallons of pollution into the Kalamazoo River; and

WHEREAS, nearly two years after the spill the U.S. Environmental Protection Agency and Enbridge Pipelines Incorporated have not been able to achieve their stated objective of removing Tar Sands pollution from the Kalamazoo river,

NOW, THEREFORE, BE IT RESOLVED, that Brookline encourage the Commonwealth of Massachusetts and cities in the Northeast to develop and adopt policies to shift consumption away from transportation fueled by high impact fuels such as those from refineries using feed stocks from Canadian Tar Sands, including statewide and regional Low Carbon Fuel Standards (LCFS); and

BE IT FURTHER RESOLVED that Brookline publicly opposes the transportation of Canadian Tar Sands and derivative products through the Commonwealth of Massachusetts; and

BE IT FURTHER RESOLVED that Brookline publicly opposes the 'reversal' of the Portland-Montreal Pipeline; and

BE IT FURTHER RESOLVED, that Brookline express its opposition as stated by transmitting a copy of this resolution to the President of the United States, US Secretary of Energy, Massachusetts State Congressional delegation, Governors of Maine, Massachusetts, New Hampshire, and Vermont, CEO of Portland Pipeline Corporation, CEO of Montreal Pipeline Limited, CEO of Enbridge Incorporated, Prime Minister of Canada, and the Provincial Premiers of Canada.

3. Resolution to Fill Vacancies on the HY – HR Commission

WHEREAS, The Human Relations – Youth Resources Commission, has eight vacancies on its 15 member board and eight members constitute a quorum.

WHEREAS, Every Town Board, Commission, and Committee requires a quorum to lawfully and democratically make decisions and work effectively, and vacancies on the Human Relations – Youth Resources Commission have made it virtually impossible for it to achieve a quorum and meet its charge.

WHEREAS, The Board of Selectmen is charged by the Commission's By-law with making appointments to the Commission.

NOW, THEREFORE, BE IT RESOLVED THAT: Town Meeting urges the Board of Selectmen to take the necessary steps to appoint a full complement of members to the Commission, preferably including residents from diverse backgrounds and areas of expertise, so that a quorum can be gathered with reasonable certainty, while acknowledging that the Commission's mission and structure may be changed as a result of the pending report from the Selectmen's Committee on Diversity.

4. Resolution Opposing a U.S. Attack on Syria

WHEREAS we as a people and a nation must honor our commitment to act as a constructive force within the community of nations;

WHEREAS human progress resides in respect for international law and for the sovereignty of nations, and as the strongest of these nations the United States has a special responsibility to uphold and abide by broadly supported principles of international law—especially those embodied in the United Nations Charter;

WHEREAS our numerous recent extra-treaty military interventions have resulted in many deaths and injuries and have wrested funding from a wide range of pressing domestic needs; and

WHEREAS the desire of people the world over is to feel safe and secure, and the surest long-term path to safety and security, both domestic and foreign, is through collaborative efforts under international law—not through unilateralism; now, therefore, be it

RESOLVED, that Town Meeting commends the Obama administration for choosing diplomacy and negotiations to resolve the Syrian conflict, and urges it to continue vigorously pursuing this course instead of carrying out a unilateral attack as originally proposed; and be it further

RESOLVED, that Town Meeting requests that this resolution be transmitted promptly to President Obama and to Brookline's congressional delegation.

5. Resolution Opposing Police Surveillance Cameras from the Department of Homeland Security

WHEREAS the Board of Selectmen first approved the use of a police video camera surveillance system funded by the U.S. Department of Homeland Security (DHS) in January 2009 and networked with a larger Boston Metropolitan system for a one-year trial period of round-the-clock operation; and

WHEREAS the Town Meeting of Spring 2009 voted by a strong majority in favor of Article 25 which called on the Selectmen to remove the cameras; and

WHEREAS the Board of Selectmen reduced the use of the camera surveillance system in Sep. 2009 to the hours of 10 PM to 6 AM with special exceptions for other times; and

WHEREAS the Police Department and members of the Camera Oversight Committee and Board of Selectmen have continued to argue for restoration of round-the-clock surveillance; and

WHEREAS the primary purpose originally asserted aiding in evacuations from Boston – raised immediate skepticism among residents, and neither was nor is cost justified; and

WHEREAS the cameras have been used in non-emergency situations variously described as crime prevention or investigation and after more than four years of usage, the benefits in these areas have been minimal to non-existent, which is consistent with the studies cited by opponents that were available prior to the time of the installation; and

WHEREAS no significant benefit has been demonstrated that would outweigh the costs in dollars or the intrusion on personal freedom and privacy; and

WHEREAS the majority of citizens during public hearings have consistently opposed the cameras as a form of government surveillance; and

WHEREAS the United States Constitution, the Massachusetts Declaration of Rights, and the UN Declaration of Human Rights provide for a right to privacy which is undermined by increasing governmental intrusion into the privacy of citizens at all levels; and

WHEREAS we desire to live in a free and open society; and

WHEREAS DHS camera are part of a national program that also created massive statewide data Fusion Centers that allow the archiving and analysis of a wide range of citizen activities inside and outside our homes – similar to what has been done by the National Security Agency; and

WHEREAS the digital images captured by these police cameras will generally be available to anyone who requests copies under the Commonwealth's public records law, or to any government agency, and can be distributed further without any restrictions; and

NOW THEREFORE BE IT RESOLVED: that Town Meeting urges the Board of Selectmen not to increase beyond current levels the hours of operation of the general police surveillance cameras funded by the Department of Homeland Security."

**SUMMARY OF RESOLUTIONS ADOPTED BY TOWN MEETING
REQUIRING ACTION BY THE SELECTMEN OR DEPARTMENTS**

TOWN MTG.	ART #	RESOLUTION SUMMARY	ACTIONS TAKEN
May '01 Annual	20	Calls on the Great and General Court to support statewide legislation banning the use of cellular telephones while operating a motor vehicle.	The Resolution was sent to the Court, Governor, Attorney General, Executive Office of Public Safety, Boards of Selectmen, and Mayors.
May '01 Annual	23	Supports the abolition of the death penalty and the passage of the Innocence Protection Act.	The Resolution was sent to death penalty abolition leaders, the Governor, the Town's legislative delegation, and President of the U.S.
Nov. '01 Special	16	Calls on the General Court to adopt legislation requiring all school buses to be fitted with three-point lap and shoulder restraints by July, 2003. Also, calls upon the Town's representatives in such matters to research and arrange compliance.	Copies of the Resolution were sent to each member of Brookline's legislative delegation asking that it be brought to the attention of the Ways and Means Committee and other appropriate legislative bodies and officials.
May '02 Annual	13	Calls on the Town's Zoning By-Law Commission to conduct an investigation into "Mansionization".	Referred to the Zoning By-Law Commission for Review.
Nov. '02 Special	1	Supports the opposition of any U.S. attack on Iraq and requests that the Board of Selectmen transmit this resolution to our congressional delegation.	Copies of the resolution were sent to the Town's legislative delegation and Federal representatives.
May '03 Annual	17	Seeks the revocation and elimination of provisions of the USA PATRIOT Act, the Homeland Security Act, and other Executive Orders that are deemed to diminish civil liberties.	Resolution was posted in public places and sent to the Norfolk County D.A., State Police, Town's legislative delegation, State Attorney General, Governor, local U.S. Attorney, the U.S. Attorney General, and President of the U.S.
May '05 Annual	25	Calls for children's welfare organizations to be informed and for Town groups to explore raising awareness about corporal punishment of children.	The resolution was widely publicized.
Nov. '05 Special	29	Supports the construction and implementation of a plan to withdraw troops from Iraq.	Copies of the resolution were sent to the Town's legislative delegation and Federal representatives.
May '06 Annual	30	Supports the improvement of the Gateway East Area.	The Town continues to support the Village Square Project (formerly called Gateway East). Design plans have been submitted to the state, and construction is planned for approximately 2016.
Nov. '06 Special	26	Reaffirms the Town's commitment as a Sanctuary Town, endorses the platform of the Keep Our Families Together Campaign, calls upon the U.S. Department of Homeland Security and U.S. Immigration and Customs Enforcement to issue a moratorium on immigration raids until Congress comes to an agreement on comprehensive immigration reform and urges the U.S. Senate to defeat HR 4437 and urges the President to veto any such legislation.	A copy of this resolution was sent to the Massachusetts Congressional delegation and to the President of the U.S.
Nov. '06 Special	28	Urges that at least 50% of Town committee meetings should be held in the evening.	Notification of the resolution was sent to all Boards and Commissions.
Nov. '07 Special	22	Urges support for Support Tax Exemptions and Incentives Legislation for Certain Property Owners Using Wind and Solar Power.	Copies of the Resolution were sent to each member of Brookline's legislative delegation.
Nov. '07 Special	23	Support Statewide Legislation to Encourage the Purchase of Fuel-Efficient Vehicles.	Representative Frank Smizik filed legislation at the state level.
May '08 Annual	30	Urges the Town and the unions to proceed with good faith negotiations for joining the Group Insurance Commission (GIC) and resolve further that future consideration of appropriations for labor agreements take into account the status of efforts to opt into the GIC.	The Town and the union Public Employee Committee reached an agreement to switch to the state Group Insurance Commission effective July 1, 2010.

TOWN MTG.	ART #	RESOLUTION SUMMARY	ACTIONS TAKEN
May '08 Annual	32	Calls on the Commonwealth of Massachusetts, the Federal Government, and Governments of the World to cap greenhouse gas emissions and reduce emissions by 20% by 2020 and 80% by 2050.	The resolution was widely publicized.
Nov. '08 Special	27	Urges the Selectmen to establish a unified snow removal enforcement/warning program, establish and maintain a credible, well-publicized, fair, and readily available program, to help residents who cannot clear their own abutting sidewalks; and review at a public hearing each November the various departments' plans for public education, enforcement, and assistance for residents who need help.	Each November a public meeting is held with all involved agencies to review and discuss plans for enforcement and assistance during the upcoming winter season. Public education is provided through distribution of the annual "Winter Guide" for residents.
Nov. '08 Special	28	Recognizes the efforts of the Parks Department and the Conservation Commission to control invasive species on public property and encourages the Town to continue to provide information to the public on invasive species and how to control those species on private property.	The Parks and Open Space Division's website includes an overview of invasive plants and a Plant Management Guide which will be updated with descriptions of several additional plant species. The Division also has a comprehensive management program for invasive and nuisance plants on Town-owned lands and all other open spaces.
May '09 Annual	16	Encourages food service establishments to provide when feasible calorie and other general nutritional information to consumers at point of sale.	The resolution was widely publicized.
May '09 Annual	23	Urges the Board of Selectmen to revise its citizen complaint procedures so that at least three selectmen must vote to grant a full appeal hearing for complaints of all classes and to reconsider three measures reviewed but not recommended by the Citizen Complaint Review Committee.	Effective July 28, 2009, the Board of Selectmen and Chief of Police adopted a revised complaint review and disciplinary procedure which included many of the recommendations urged in the Town Meeting resolution.
May '09 Annual	25	Urges the Board of Selectmen to immediately terminate the trial period and order the removal of the general police surveillance cameras funded by the Department of Homeland Security.	The Chief of Police offered a compromise plan, closing the cameras except for the hours of 10 PM to 6 AM, the time period of highest crime and minimal impact on citizens; the Selectman voted to adopt the compromise plan. This plan is in effect as of January 25, 2010.
May '09 Annual	27	Urges the Legislature to enact legislation that will lead to implementation of Massachusetts as a single payer health care program.	Through this resolution the Town expressed its support for the Massachusetts Health Care Trust Bill HB 2127.
May '09 Annual	28	Recognizes the tenth anniversary of the Brookline-Xi'an China Exchange Program.	Through this resolution, the Town of Brookline acknowledged the valued friendship between the people of Xi'an and the people of Brookline.
Nov. '09 Special	5	Asks the Board of Selectmen and other Town officials to work diligently with appropriate State officials in order that the reconstruction of the Carlton Street Footbridge includes suitable handicap-accessible features.	The Carlton Street Footbridge Rehabilitation project is formally included on the Commonwealth's Transportation Improvement Program (TIP) for project funding starting in Federal Fiscal Year 2016.
Nov. '09 Special	15	Encourages the Town to gradually increase the Selectmen's stipend and encourages the Advisory Committee to review the stipends and make recommendations for adjustments.	The Selectmen's stipends for FY15 reflect the FY11 increase voted on at the May, 2010 Annual Town Meeting.

TOWN MTG.	ART #	RESOLUTION SUMMARY	ACTIONS TAKEN
Nov. '09 Special	16	Urges the Advisory Committee and Board of Selectmen to give serious consideration to the other funding and cost containment recommendations of the OPEB Task Force for managing and controlling the Town's retiree health care costs.	The FY14 Financial Plan increased funding from the General Fund from \$1.75M to \$2.2M, added expected Medicare Part D Subsidy revenue (\$400K) to the appropriation, committed the reduction in the Non-Contributory Retirees appropriation to OPEB's, and fully assesses special revenue funds for the OPEB cost.
Nov. '09 Special	17	Calls on the U. S. Conference of Mayors and President of the United States to commence negotiations for a verifiable treaty to eliminate nuclear weapons, and calls on the Selectman to send a message of support for these negotiations to the President of the United States, and to our members of Congress.	Through this resolution the Town expressed support for the work of President Obama and the over 3,000 mayors worldwide who have committed their cities to the effort to abolish nuclear weapons.
May '10 Annual	17	Urges the Selectmen to establish an annual town-wide commemoration of Martin Luther King, Jr. Day and to report annually on progress toward realizing the vision of Dr. King.	The MLK Celebration Committee planned another successful event. The Human Resources Director presented the third annual Diversity report to the Board in April 2013.
May '10 Annual	18	Urges the Selectmen to establish a committee tasked to examine the suitability of a bicycle sharing program for Brookline.	The summer of 2013 was Brookline's second year as a member of the Hubway regional bike system.
May '10 Annual	19	Encourages the consideration of birds when designing building projects and when lighting buildings at night.	The Parks and Open Space Division web site contains links to resources promoting bird-safe building designs in support of this Resolution.
Nov. '10 Special	19	Intended to poll Town meeting on their preference for the current Town Meeting schedule or to hold Town Meeting on two non-consecutive evenings per week.	The schedule for the May, 2011 Town Meeting was determined when the Moderator took a motion to adjourn on the first night.
Nov. '10 Special	20	Asks the Transportation Board to adopt standards regarding a right turn on red and report their progress to Town Meeting as expeditiously as possible.	The Transportation Board has completed a review of all known "no turn on red" restrictions under town jurisdiction. Reports and a summary of action table are available in the No Turn On Red folder in the Transportation files located at www.brooklinema.gov/transportation . Work orders for all approved sign removals and installations are being processed by the DPW.
Nov. '10 Special	21	Requests the suspension of the sale and/or serving of veal products to the public within the Town of Brookline.	The resolution was widely publicized.
May '11 Annual	18	Urges the Town to honor Governor and Mrs. Dukakis with recognition appropriate to their accomplishments and urges the Selectmen to appoint a committee to make a recommendation to be brought to the 2012 Annual Town Meeting.	The Dukakis Recognition Committee submitted a report with their recommendations to the November, 2012 Special Town Meeting.
May '11 Annual	19	Urges the Transportation Board to assess and evaluate its current Traffic Calming Policy and Procedures	At their July, 2012 meeting the Transportation Board adopted a new Traffic Calming Policy & Procedures.

TOWN MTG.	ART #	RESOLUTION SUMMARY	ACTIONS TAKEN
May '11 Annual	21	Urges the Selectmen to coordinate with other Norfolk County communities to seek a remedy to the inequities in the current county structure, petition the delegation to study the issue and report on progress before September 15, 2011.	The Interim Report on the Norfolk County was discussed and accepted by the Board in September, 2011. The County Commissioners have proposed legislation which would change the way the county is funded. The Board continues to discuss this issue with the County Manager, State Representatives and various other municipal and county officials.
Nov. '11 Special	14	Urges the Town to modify, relocate or retrofit the new multi-space meters.	The Town Administrator formed a Parking Meter Task Force that was charged with evaluating the new multi-space meters installed in various commercial areas of the Town. A series of changes have been made to improve the system, including the replacement of the curbside multi-space meters with single-space meters that accept credit cards. In addition, the multi-space meters remain in the parking lots but were converted to a "pay by space", thereby eliminating the need to return to your vehicle to place the receipt on the dashboard.
Nov. '11 Special	15	Urges the Health Department and Park and Recreation Commission to continue the coordination and monitoring of use of playgrounds by day care centers to address any systemic problems that are observed.	Town agencies are formally monitoring park use this spring and summer and will report results back to the Park and Rec Commission.
Nov. '11 Special	16	Intended to poll Town meeting on their preference for the current Town Meeting schedule or to hold Town Meeting on two non-consecutive evenings per week for the Annual Town Meeting schedule only.	The schedule for the May, 2014 Annual Town Meeting calls for two non-consecutive evening meetings (Tuesday / Thursday).
May '12 Annual	27	Acknowledges with profound regret the enslavement of Native-Americans and African-Americans and the exploitation of slave labor by this Town, within this Town, and amongst the citizens of this Town.	The Town Clerk distributed copies of this resolution to the public libraries and schools in Town and posted this resolution on the Town's website.
May '12 Annual	28	Requests the Board to direct the Town Administrator to create a Task Force on Clean Construction examining the desirability and possibility of the Town enacting clean construction and compliance standards. Asks the Committee to submit a report to the 2013 Annual Town Meeting.	The Task Force submitted a report with their recommendations to the May, 2013 Annual Town Meeting.
May '12 Annual	29	Calls for the United States Congress to pass a constitutional amendment to overturn the United States Supreme Court's decision in Citizens United v. Federal Election Commission	The Town Clerk sent copies of the resolution to the President of the United States, the Governor of the Commonwealth of Massachusetts, Brookline's congressional and state legislative delegations, The Boston Globe and the TAB.
Nov. '12 Special	7	Asks the Town to support the concept of state-wide pre-foreclosure mortgage mediation under appropriate circumstances.	Through this resolution the Town expressed support for state-wide pre-foreclosure mortgage mediation.

TOWN MTG.	ART #	RESOLUTION SUMMARY	ACTIONS TAKEN
Nov. '12 Special	15	Asks the Selectmen to work with the Building Commission to establish a committee, the purpose of which is to study the potential costs and benefits, including non-financial costs, of making Town-owned roofs "solar-ready"	The Solar Roof Study Committee presented a Solar PV Check List which was adopted by both the Building Commission and Board of Selectmen to be used to assure that all potentially relevant capital projects include a solar assessment as part of their design process.
Nov. '12 Special	16	Calls on our US Senators and Representatives to oppose further funding of the war in Afghanistan except as needed to bring our troops safely home, reduce overall military spending and support federal funding for Iraq and Afghanistan war veterans.	Copies of the resolution were sent to the President, Secretary of Defense, Secretary of State, Governor Patrick, all U.S. senators and representatives from Massachusetts, and the Brookline TAB and major Boston-area newspapers, television stations and radio stations.
May '13 Annual	22	Asks the that funds be included in the FY 15 budget that would support a professional engineering study of the costs and benefits of upgrading Town-owned traffic signals, controllers, and associated equipment along Beacon St. (the C line) to allow for the prioritization of MBTA trolleys.	Funding for a consultant to study Transit Signal Prioritization was included in the proposed FY2015-FY2020 CIP and is currently under review by the Advisory Committee.
May '13 Annual	23	Asks Town Meeting to adopt a resolution in opposition to transportation fueled by high impact fuels such as those from refineries using feed stocks from Canadian Tar Sands.	A copy of this resolution was sent to the President of the United States, US Secretary of Energy, Massachusetts State Congressional delegation, Governors of Maine, Massachusetts, New Hampshire, and Vermont, CEO of Portland Pipeline Corporation, CEO of Montreal Pipeline Limited, CEO of Enbridge Incorporated, Prime Minister of Canada, and the Provincial Premiers of Canada.
Nov. '13 Special	16	Calls for the Board of Selectmen to make appointments to the Human Relations-Youth Resources Commission (HR/YRC).	The Selectmen made appointments in January, 2014 and the May, 2014 Annual Town Meeting warrant includes a proposed reorganization of the Commission.
Nov. '13 Special	17	Opposes unilateral United States intervention in the Syrian conflict.	A copy of the resolution was sent to President Obama and to Brookline's congressional delegation.
Nov. '13 Special	18	Urges the Board of Selectmen not to increase beyond current levels the hours of operation of the general police surveillance cameras funded by the Department of Homeland Security.	The hours set in the Board of Selectmen's vote from January, 2010 remain in effect.

General Government

Town Clerk

Patrick Joseph Ward

On Tuesday, April 30, 2013, the Special State Primary was held. Polling Places were open from 7:00 A.M. to 8:00 P.M. A total of 8,682 of the 32,855 eligible registered voters in the Town, or 26.42%, participated in this special primary.

On Tuesday, April 30, 2013 the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 7,913 of the 32,971 eligible registered voters in the Town, or 24%, participated in this election.

On Tuesday, May 28, 2013, at 7:00 P.M., Town Meeting Members convened for the Annual Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium and dissolved on Thursday, May 30, 2013 at 11:16 P.M. in order to complete the business of the twenty-four article Warrant. Significant actions taken at the Annual Meeting included the approval of the FY2014 budget with total appropriated expenditures of \$229,028,338 for the Town of Brookline including, but not limited to, the following special appropriations:

- \$25,000 for various garage floor sealants and water/oil separators;
- \$256,000 for the enhancement of town-wide hardware and software;
- \$50,000 for commercial area improvements;
- \$40,000 for the design of the Riverway Park pedestrian and bicycle path;
- \$85,000 for improvements to the Devotion House and the Putterham School building;
- \$510,000 for the replacement of Fire Engine #3;
- \$245,000 for making extraordinary repairs to Fire Stations;
- \$40,000 for bicycle access improvements;
- \$45,000 for a study of the Woodland Road/Hammond Street pedestrian crossing;
- \$1,510,000 for the rehabilitation of streets;
- \$283,000 for the rehabilitation of sidewalks;
- \$540,000 for the conversion of town-owned street lights to LED's;
- \$70,000 for the rehabilitation of the Transfer Station floor;
- \$87,000 for the design of the renovation of Brookline Avenue Playground;
- \$660,000 for costs associated with the improvements to the roadways and pathways at Larz Anderson Park;
- \$295,000 for the renovation of playground equipment, fields, and fencing;
- \$85,000 for the rehabilitation of Town and School grounds;
- \$100,000 for the rehabilitation of tennis courts and basketball courts;
- \$170,000 for the removal and replacement of trees;
- \$100,000 for the rehabilitation of roadways within Walnut Hills Cemetery;
- \$50,000 for school furniture upgrades;
- \$65,000 for ADA renovations for Town and School buildings;
- \$250,000 for improvements to elevators in Town and School facilities;
- \$125,000 for the replacement of emergency generators and/or installation of emergency lights or circuits;
- \$150,000 for energy conservation projects in Town and School buildings;
- \$150,000 for upgrades to energy management systems in Town and School buildings;
- \$345,000 for life safety systems and building security in Town and School facilities;
- \$175,000 for three School technology projects: wireless infrastructure, special education Language Based Learning Disabilities LLD classrooms and/a professional staff evaluation system;
- \$375,000 for the upgrade of the electrical distribution system at the Pierce School;
- \$1,750,000 for the expansion of classroom capacity in various schools;
- \$2,500,000 for remodeling, reconstructing, or making extraordinary repairs to the Municipal Service Center;

- \$1,200,000 for costs associated with the construction of a park, playground and athletic fields at the site of the Old Fisher Hill Reservoir;
- \$1,350,000 for roof repairs and replacements in Town and School facilities; and
- \$3,000,000 for remodeling, reconstructing or making extraordinary repairs to the Old Lincoln School.

Other actions taken at the Annual Meeting included:

- established that the number of Measurers of Wood and Bark be two and to be appointed by the Board of Selectmen;
- approved and funded cost items for a collective bargaining agreements, commencing on July 1, 2012 and expiring on June 30, 2015, for the Brookline Engineers Division Association (BEDA);
- approved and funded cost items for a collective bargaining agreement, commencing on July 1, 2012 and expiring on June 30, 2015, for Local 1358, AFSCME (Library), Council 93, AFL-CIO;
- approved and funded cost items for a collective a bargaining agreement, commencing on July 1, 2012 and expiring on June 30, 2015, for AFSCME Council 93, Local 1358;
- authorized the Town Treasurer to enter into Compensating Balance Agreements for FY2014;
- elected to continue to establish additional property tax exemptions for FY2014;
- amended General By-Laws by eliminating the one-person Human Relations-Youth Resource department and shifting its responsibilities to the Health Department;
- an amendment seeking to change the responsibilities and mission of the Human Relations – Youth Resources Commission, as well as make substantive policy changes relative to Affirmative Action and Equal Employment Opportunity, was referred to the Selectmen's Committee on Diversity;
- amended the General By-Laws by requiring the Town Clerk to distribute notices of resolutions by Town Meeting when the conveyer is not otherwise identified;
- amended the General By-Laws to assure that the Town's Living Wage By-Law provisions are easily identifiable on the Town's Website and expand the grievance procedures;
- amended the General By-Laws by creating specific standards for the proper maintenance of and the strengthening and streamlining of enforcement tools for, the display and distribution of sidewalk newsracks;
- amended the General By-Laws by better defining disturbance of the peace and creating a specific non-criminal penalty of \$100 for its violation;
- amended the Zoning By-Laws to limit the applicability of 12-foot ceiling limits, in determining gross floor area, to single and two family buildings;
- amended the Zoning By-Laws by allowing in-room cooking facilities only in lodging houses that consist entirely of deed-restricted affordable units;
- amended the Zoning By-Laws by defining Medical Marijuana Treatment Center and imposes a moratorium on that use in any zoning district until the Town has approved regulations for such facilities;
- amended the Zoning By-Laws by allowing day care center use by right in all zoning districts and requires approval of a parking and safe drop-off /pick-up plan to be approved by the Director of Engineering/Transportation and allows the Zoning Board of Appeals to modify such plan by special permit;
- extinguished a portion of an easement over the rear of the Coolidge Corner Theater property that was granted to the Town in 1964;
- accepted the grant of an easement over the southeast corner of the Coolidge Corner Theater property from Hamilton Charitable Corporation;
- authorized the Board of Selectmen to file legislation with the General Court for approval to lease for not more than 99 years air rights of approximately 950 square feet over a portion of Town-owned land at the rear of the Coolidge Corner Theater to the Hamilton Charitable Corporation;
- adopted a resolution requesting funds be include in the FY2015 budget supporting a professional engineering study of the costs and benefits of upgrading Town-owned traffic signals, controllers, and associate equipment along Beacon Street to allow for the prioritization of MBTA trolleys; and
- adopted a resolution expressing opposition to the transportation of Canadian Tar-sand products through New England and to support low carbon fuel standards.

At the Annual Town Meeting Moderator Edward (Sandy) Gadsby asked for a moment of silence while Town Clerk Patrick Joseph Ward read the last roll call of Town Meeting Members who had died since the previous Annual Meeting:

HONOR ROLL

Kenneth W. Chin
1998-2011

Emily Novick
2001 – 2010

William Arthur Reilly
2011-2012

Estelle Katz
1989 – 2013

Edith W. Sperber
2002 – 2010

~Requiescat in Pace~

On Tuesday, June 25, 2013 the Special State Election was held. Polling Places were open from 7:00 A.M. to 8:00 P.M. A total of 12,778 of the 38,433 eligible registered voters in the Town, or 33.24%, participated in this special election.

On Tuesday, November 19, 2013, at 7:00 P.M., Town Meeting Members convened for a Special Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium. The Special Meeting was dissolved on Wednesday, November 20, 2013 at 9:34 P.M. in order to complete the business of the nineteen-article Warrant. Significant actions taken at the Special Meeting included:

- approved and funded cost items for a collective bargaining agreement, commencing on July 1, 2012 and expiring on June 30, 2015, for the School Traffic Supervisors, AFSCME Council 93, Local 1358;
- amended the FY2014 budget;
- amended the General By-Laws by bringing the Town's Tobacco Control By-Law into conformity with the Commonwealth's Tobacco Control statute; deleting sections that are no longer relevant; correcting inconsistencies; and rewording phrases and clarifying language to sharpen the focus of the by-law;
- amended the General By-Laws by requiring finger-print based background checks for operators of Registered Marijuana Dispensaries;
- amended the General By-Laws by adopting a new by-law empowering the Board of Selectmen to establish licensure requirements, including the process, forms and inspection requirements for Registered Marijuana Dispensaries;
- amended the Zoning By-Laws by lifting the moratorium on the operation of medical marijuana dispensaries; establishing where Registered Marijuana Dispensaries may be located within the Town; and regulating various facets of their operation at such locations;
- amended the Zoning By-Laws by better defining F Zone Districts;
- amended the Zoning By-Law by requiring a special permit from the Zoning Board of Appeals to establish accessory residences for up to four full-time domestic employees and restrict them to lots with at least 40,000 square feet located in an S-40 Zoning District;
- amended the Zoning By-Law by allowing the number of required off-street loading docks to be reduced by special permit issued by the Zoning Board of Appeals;
- authorized the Board of Selectmen to lease the Town-owned property, known as the Singletree Reservoir Site, for the purpose of hosting a ground-mounted solar photo-voltaic site installation;
- revoked the Town of Brookline's acceptance of G.L., C.149, §33B;
- adopted a resolution urging the Board of Selectmen to fill open seats on the Human Relations/Youth Resources Commission;
- adopted a resolution commending the administration of President Obama for choosing diplomacy and negotiations to resolve the Syrian conflict; and
- adopted a resolution urging the Board of Selectmen not to increase beyond current levels the hours of operation of the general police surveillance cameras funded by the Department of Homeland Security.

The Office of the Town Clerk recorded 689 births in the Town for 2013, pending final returns from other communities, and seven birth amendments, an increase of 23 births and an increase of one birth amendment from the previous year. The office also recorded 427 deaths, pending final returns from other communities, an increase of 15 deaths from the previous year. There were 422 marriage intentions filed and 404 marriages recorded with the Office of the Town Clerk, an increase of 15 marriage intentions and nine marriages from the previous year. The office posted 1,125 public meeting notices, in accordance with the Open Meeting Law, a decrease of 639 from the previous year. There were 2,663 dogs licensed in 2013, an increase of 353 from the previous year. Of the 2,663 dogs licensed in 2013, 1,216 were also licensed in the Green Dog Program, a decrease of 105 from the previous year. There were 140 non-resident licensees who participated in the Green Dog Program, a decrease of 51 from the previous year. There were also 3 Resident Commercial Dog Walkers, 1 Non-Resident Commercial Dog Walker, 21 Two-Day Guest Passes and 9 Weekly Passes issued for the Green Dog Program during 2013.

Total 2013 revenues collected by the Office of the Town Clerk were \$184,812 in 2013, an increase of \$33,197 from 2012 revenues.

Registrars of Voters



L-R: Town Clerk Patrick Joseph Ward, Assistant Town Clerk Linda G. Golburgh, Victoria M. Whitney, Andrew J. McIlwraith

The Board of Registrars of Voters is a four member board whose responsibilities include registering voters, making a local listing of residents, certifying nomination papers and petitions, processing absentee voter applications and administering elections and any necessary recounts. The Town Clerk serves as an Ex-Officio member of the Board of Registrars of Voters. The Democratic Registrars are Town Clerk Patrick Joseph Ward and Assistant Town Clerk Linda G. Golburgh, who serves as Chair. The Republican Registrars are Andrew J. McIlwraith and Victoria M. Whitney. In 2013 the Board of Registrars of Voters administered and supervised the April 30, 2013, Special State Primary, the April 30, 2013 Annual Town Election and the June 25, 2013 Special State Election. The Board of Registrars of Voters recorded 2,185 new active registered voters, processed 203 inactive registered voters and amended 7,980 affidavits of voter registration for changes of status, party and address, including deletes. The Board also processed 2,494 absentee ballot applications for 2013 and certified 2,309 signatures for petitions and nominations. The Board of Registrars of Voters published the 2013 Street List of Persons Seventeen Years of Age and Older and established a total population of 54,018. Of this population, 38,768 were registered voters, of which 34,058 were Active and 4,710 were Inactive.

Political Parties and Designations

Democrat	18,591
Republican	2,716
Unenrolled	17,313
American Independent	9
Conservative	2
Green Party USA	11
Green Rainbow	47
Libertarian	66
MA Independent Party	2
Natural Law Party	1
Socialist	3
Timesizing Not Downsizing	1
Interdependent 3 rd Party	5
Working Families	1

Town Counsel

Joslin Ham-Murphy (Acting)

The Office of Town Counsel functions as a full-service municipal law firm, handling the vast majority of the Town's legal affairs in-house. During 2013, staff attorneys appeared before an array of administrative agencies and state and federal courts, participating in motion hearings, trial proceedings, appeals, and matters pertaining to zoning enforcement and preservation restrictions. Along with the responsibilities of drafting, reviewing and approving a wide range of pleadings and legal instruments required for Town business, the staff attorneys routinely participated in local Board, Committee and Subcommittee meetings, and at local Board hearings.

The Office of Town Counsel remained diligent in its efforts to recover monies owed to the Town and minimize judgments and settlements that were reached in claims and civil actions against the Town.

During 2013, the office staff was comprised of Acting Town Counsel Joslin Ham Murphy; Associates Town Counsel John Buchheit and Patricia Correa; and para-professional staff Senior Paralegal Kerry Fleming, Paralegal Tracey Michienzi, and Senior Clerk Jane Tavolieri.

After her 23 years of service to the Town of Brookline, Town Counsel Jennifer Dopazo Gilbert left her position with the Town in July 2013 to pursue a legal career in the private sector. We wish Jennifer continued success with her future accomplishments!

Highlights of the legal department's accomplishments during 2013 include the following:

- Successfully recovered \$933,918.29 through Tax Lien Foreclosures, Personal Property Taxes, and Chapter 13 Bankruptcy payments.
- Recovered over \$54,442.44 in liens asserted against third parties, for expenses incurred by the Town due to injuries sustained by public safety personnel employed by the Town.
- Received a Land Court Judgment of \$171,238 for unpaid taxes.
- Assisted the Police Department in recovering more than \$40,000 in restitution for damage sustained to Town property.
- Drafted the Town's Prepared Food Sales Regulations and assisted with revisions to its Sale of Alcoholic Beverages and Lodging House Regulations.
- Drafted warrant articles pertaining to the regulation of medical marijuana dispensaries.
- Assisted in the Town's successful revocation of G.L. c. 149 s. 33B, an outdated overtime statute.
- Drafted numerous legal documents related to real estate transactions, environmental issues; and substantial project developments.
- Successfully defended a Motion to Dismiss filed in the Land Court pertaining to the structure at 81 Spooner Road, and assisted the Building Department in seeking demolition of the structure.

- Drafted and negotiated a number of leases enabling the School Department to move early education classes to needed space.
- Represented the Town in Inclusionary Zoning Unit closings.
- Provide training and advice to boards and commissions and Town personnel to fulfill the requirements of the Open Meeting Law and Conflict of Interest Bylaw.
- Assisted in coordinating the Town's initial response to a proposed 40B development in South Brookline.
- Provided advice and representation to the Brookline Public Schools in all matters, exclusive of collective bargaining.

Human Resources

Sandra DeBow-Huang, Director

The mandate of the Human Resources Office is to develop and administer fair and equitable Human Resources policies for the Town and its employees and to provide a system of Human Resources administration that is uniform, fair, efficient and represents the mutual interest of the Town and employees of the Town. Our duties fall into three broad categories, Personnel Administration for Town personnel, Benefit administration for Town and Public School employees and Labor Relations. In 2013, the Human Resources Office's primary focus was two-fold, one administrative and the other policy related; adoption of a new payroll system and continued development and expansion of diversity and inclusion initiatives.

The Human Resources Office partnered with the Payroll Division of the Finance Department to develop and implement a new payroll system (Tyler/Munis) with a goal of providing better data and better HR/Payroll administration processes that are less dependent on paper and human error. Personnel administration spans all personnel actions from hiring to retirement and everything in between, such as promotions, transfers, accrual banks, leave administration and workers' compensation. The Town's system of personnel administration has been centralized for many years with all changes being reviewed and approved by Human Resources before being processed by Payroll. However, the processes are labor intensive and redundant as they rely on paper-based process that required thousands of personnel action forms to be copied, stored and recopied at each level of approval. An electronic-based system that creates workflow and automated levels of authorization using a singular source of data will greatly decrease human error, provides better analytics and conservation of paper. The calendar year of 2014 will see the roll-out and continued implementation of the system to ensure we are maximizing the system's functions.

One of the pillars of the Personnel Administration system is the Town's Classification and Pay Plan, which along with the collective bargaining agreements set forth many of the terms and conditions of employment, e.g., vacation and sick leave accruals for Town employees. The November 2013 Town Meeting took up Article 13, revoking MGL, ch 149, sec. 33B. This outdated law, adopted by Town Meeting in the 1950's, is largely replaced by state and federal wage laws and the Town's collective bargaining agreements and exposed the Town to unnecessary litigation. As a result the Human Resources Office undertook an extensive analysis of the Class and Pay Plan which was last revised in 2000. In particular, the HR Office analyzed the mid-management pay plan, adopted in 2003, for compliance with the Federal Labor Standards Act and integration into the Classification and Pay Plan. This analysis will ensure consistent treatment of similarly situated employee and overall compliance with the state and federal wage laws.

The Human Resources Office also continued to work on its diversity and inclusion initiatives. The HR Office had slated 2013 as being focused on broadening its initiatives to Town employees. The broader Brookline community however became involved in the topic keeping the focus on leadership commitment. The HR Office welcomed such a dialogue. Engaging in a broader discussion of the underlying bylaws, town structures and priorities only serves to further strengthens and focuses the Town's leadership in promoting diversity and inclusion in the workforce and the broader community. The Human Relations/Youth Resources Commission's Diversity Subcommittee was active in challenging its own Commission structure and authority and challenged the Town on issues of affirmative action and equal employment opportunities. The energetic dialogue resulted in two Articles before the Town Meeting in May 2013. Article 9, submitted by the Town Administrator, sought to revise the Human Relations/Youth

Resources Department to Division to the Human Relations/Human Services Division within the Department of Health and Human Services, with a goal of providing more shared resources between several commissions, including the Brookline Commission for Women and the Commission for the Disabled and the Human Relations Commission. Article 9 did not change the scope of the HRYR bylaw. Alternatively, Article 10, submitted by a Brookline citizen, maintained the Department structure but provided additional oversight and enforcement authority as it related to EEO/Affirmative action in the Town's workplace. Town Meeting voted to adopt Art 9 for a temporary period and set forth a Board of Selectmen's committee to examine the matter more carefully. The Human Resources Director and the HR Board have had the privilege of being actively engaged in these processes and furthered the discussion around diversity and inclusion that are not always easy to discuss, but critically important to address. The year 2014 will reveal the direction of these important issues and discussions in the Town workplace and in the broader community as the reenergized departments, divisions, commissions and committees continue to have vibrant discussions regarding diversity and inclusion in Brookline.

Diversity and inclusion objectives are important as the Human Resources Office continues to move into a new recruitment and hiring era following the Town's removal from the state's civil service laws. The HR Office has already made great strides in reworking old civil service job descriptions to make them more relevant to the current workplace, thereby attracting broader groups of applicants. The Office also continues to develop strategies to address new ways to diversify our applicant pool as the Town of Brookline, like employers across the nation, deal with an aging workforce. During the next five to ten years, the Town will lose a number of senior managers. Therefore, it is critical, no matter what the focus of the community, that the HR Office intensifies its recruitment, training and retention efforts with an underlying focus on expanding the diversity of applicant and promotional pools. In 2013, the HR Office worked with the Human Relations/Human Services Division to create a Blueprint for Diversity Recruitment of Town Employees which provides process guidelines and a broad list serve of groups, organizations and associations which will receive regular job postings. The Blueprint was first used in the recruitment of the Town's Planning and Community Development Director and the Town's Legal Counsel and will continue its efforts with the recruitment of the Library Director in 2014.

Regarding personnel efficiencies and efforts to control personnel costs, the Human Resources Office continues to work closely with Departments and the Human Resources Board to address the Town's staffing needs in hiring, discipline and separation from employment, in particular working with Departments to control sick and injured leave. In 2013, the HR Office work with several departments to develop Performance Improvement Plans and Rehabilitation plans that helped provided advice, assistance, and other corrective action that provided an alternative to progressive discipline.

The HR Office also negotiated to agreement new collective bargaining agreements with the three AFSCME bargaining units (the Main contract, the Library Association and the School Traffic Supervisors), as well as with the Brookline Engineering Division Association.

In April 2013, as part of the Town's Open Enrollment period, the Human Resources Office held its annual Wellness Fair featuring vendors from the Town's Employee Assistance Program, (EAP), dental provider, cafeteria plan providers (Flexible Spending Account) and local area gyms. Town departments such as the Police Department (safe biking), Recreation Department (exercise program opportunities) and the Public Health Department (harm of smokeless tobacco) also participated in the Wellness Fair. Human Resources and Retirement/Social Security personnel are also available to counsel individuals on all aspects of the Town's personnel benefits, including information on the often underutilized flexible spending accounts. The Wellness Fair's goal is to highlight health and wellness resources that are available to its employees and to provide one-on-one discussion of the Town's health plans.

A critical component of controlling personnel costs is our partnership with New England Baptist's Occupational Health Department. By continuing to focus on case management and ensuring that our employees receive a high level of care and treatment, we ensure employees get better more quickly and are able return to work sooner. This proactive approach also includes actively challenging claims that we find have no merit. This approach has have effectively kept workers compensation and injury claims relatively flat, despite greatly increased medical costs.

Human Resources Board

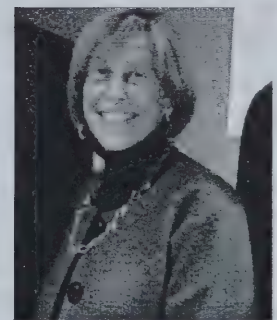
The Human Resources Board, under the leadership of Chairman Kenneth Kurnos, has continued to support the Human Resources Office in its efforts to develop and administer fair and equitable policies for the Town. Its dedication to this goal was evident in 2013 with its regular monthly meetings which dealt with a wide span of issues, and the Board did so judiciously and promptly. The Board continues to be a valuable asset to the Board of Selectmen as well as the Human Resources office allowing that Office to meet its mandate of providing a uniform and fair system of Human Resources, meeting the mutual interest of the Town and employees of the Town. The Human Resources Board began an extensive review of the scope and intent of its own bylaw as was scrutinized through the Town's legislative process under Articles Nine and Ten. Chairman Kurnos was a member of the Selectmen's Committee on Diversity which, following May's Town Meeting, worked many hours to provide recommendations to update and strengthen the Human Relations/Youth Resources By-Law.



L-R: Ed DeAngelo, Beth Venti, Gerald Raphael and Ken Kurnos

During 2013, the Human Resources Board heard and ruled on a number of reclassifications of positions brought by the Human Resources Office with the Department Heads. The Board oversaw the HR Office's analysis and development of job descriptions for the Professional Library staff. The HR Board also heard grievance regarding workplace disputes that arose during 2013. The Board reviewed each grievance on its own merits, either rendering a decision or recommending that the parties work more diligently to resolve the matter or to come to some settlement. The careful consideration of the grievances that came before the Board had a great effect in maintaining harmonious labor relations between the Town's management and its unionized employees, which can be strained during collective bargaining. The review of the Human Resources Board and the Human Relations/Youth Resources Commission bylaws will likely be a focus of the Board in 2014, in addition to its regular oversight and review of the Human Resources programs and policies.

The Human Resources Board said goodbye to Ms. Jackie Young, a long-time member of the Human Resources Board, who resigned from the Board to retire to Florida in July 2013. Jackie's is an accomplished business leader and human resources executive whose 20 years of service provided thoughtful advice to the Board and the Town of Brookline. Jackie, as the Vice President of Staffing and Organizational Development for AAA of Southern New England, brought with her extensive experience and best practices from the private sector that she skillfully applied to the Town's unique, unionized, municipal environment. Her real-world advice on workplace policies, salary structures, reclassifications of positions and re-organizations of departments was highly regarded by the Human Resources Board, the HR Office and the Departments that appeared before her. The Board does not begrudge her a wonderful winter in Florida and hopes for many to come. Rather we are thankful that we had the opportunity to work with Jackie for such an extended time. The product of her dedication and good work for the Town's human resources will be present in our policies and procedures for decades to come.



Public Safety

Police Department

Daniel O'Leary, Chief of Police

Throughout 2013, the Brookline Police Department continued to provide the highest caliber of police services to the citizens of Brookline. Through proactive policing and deployment, department-wide problem solving efforts, advanced training for our officers and the innovative use of technology, we have seen great successes in the prevention and resolution of crime and disorder problems in the community.

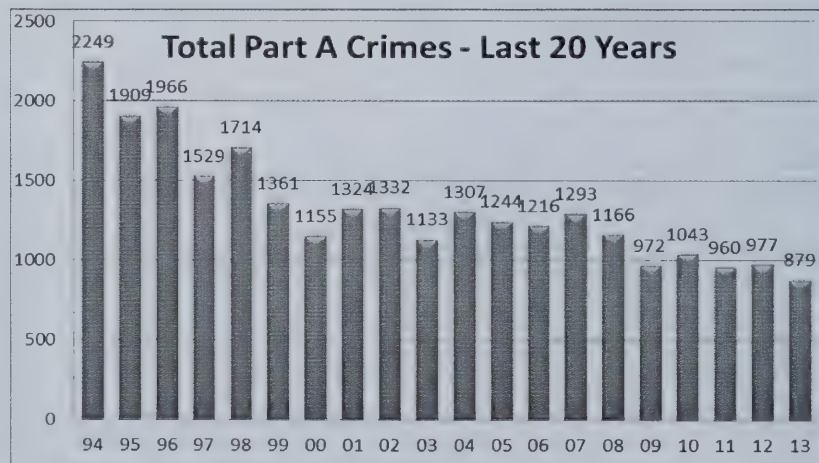
In 2013, the Police Department trained 2 new police officers, who were sworn in by the Board of Selectmen on February 26, 2013. Additionally, the process has begun to hire eight additional officers to fill vacancies. We hope to send these new recruits to an academy this summer.



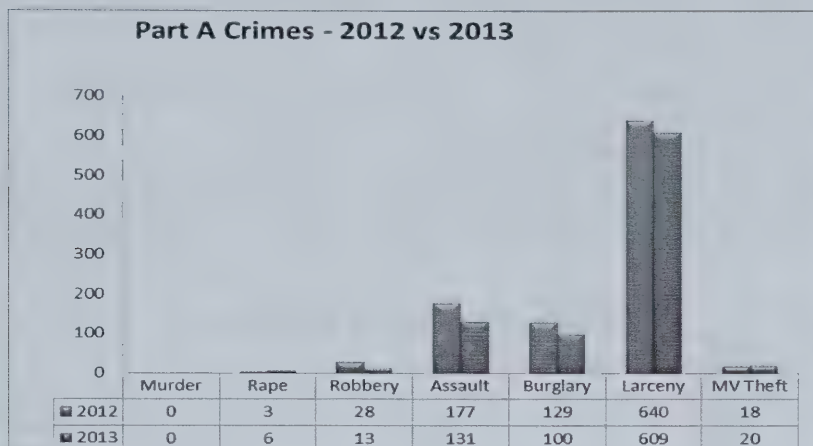
(L-R) New officers Oscar Santos and Brian Bridges with Chief Daniel O'Leary

Crime Overview/Calls for Service

In 2013, there were a total of 879 Part A Crimes, down 12% from 2012. Part A crimes include murder, rape, robbery, assault, burglary, larceny and motor vehicle theft. Not only have Part A crimes in Brookline decreased this year, but we continue to see the lowest levels of crime in recent history. By year's end, crime was down 61% from where it was 20 years ago in 1994. The following graph shows the decline in crime over the last 20 years.



The following is a breakdown of each Part A crime for 2013:

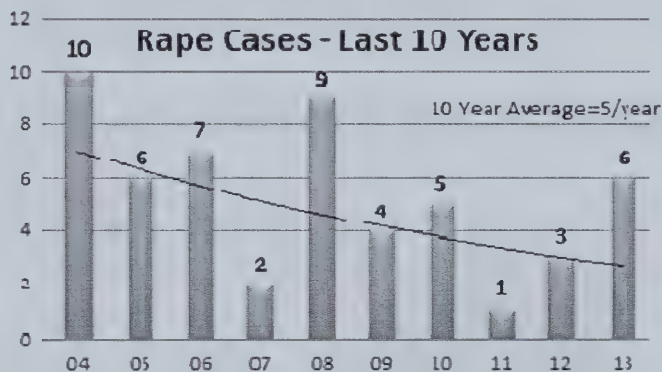


MURDER

There were no murders in 2013. There have been no murders in Brookline since 2007.

RAPE – UP 3

During 2013, there were six rapes reported, up from the three reported in 2012. All six have been cleared, five resulted in an arrest and one resulted in court action. In five of the six cases, the parties were known to each other. In one case, the victim was a juvenile and the offender a trusted adult. In another case, both the victim and suspect were juveniles (16) and had met while “partying”. Two cases occurred between people formerly in a dating relationship and one victim met her assailant on a dating website. In one case the victim did not know the offender (cab driver). As the chart shows, the ten-year average of rape cases reported is five per year.

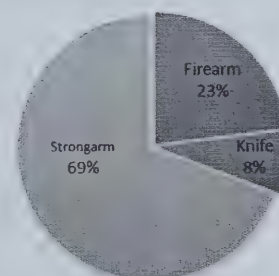


ROBBERY – DOWN 54%

There were 13 robberies in 2013, which is down 54% from the 28 robberies reported during 2012. Of these 13 robberies, five resulted in an arrest and eight remain active.

In addition to the 13 robberies, there were four attempted robberies where a threat or assault was made but no theft.

Of the 13 robberies, three involved a firearm, one involved a knife and nine were unarmed/strong-arm robberies. These robberies occurred on the street/park (9), bank (3), and stores (1).



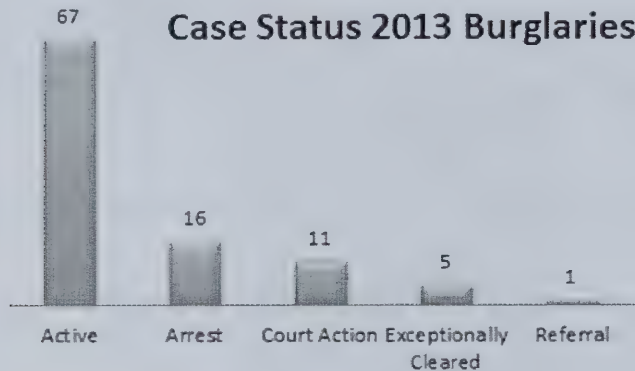
ASSAULTS – DOWN 26%

There were a total of 131 assaults reported in 2013, down from the 177 that occurred in 2012. Of these 131 assaults, 23% (30) were domestic violence related and 5% (7) were assaults on police officers. Additionally, 6% (8) of our assaults occurred at one of the two mental health hospitals in town. Of the 131 assault cases, 74 (56%) resulted in arrests, 43 (33%) resulted in court action, two (2%) were cleared as completed service, two (2%) were cleared by exception and one (1%) was cleared by referral and nine (7%) remain active.

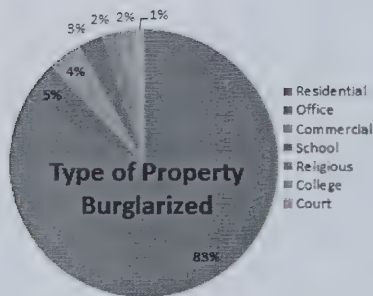
In 2013, there were also 15 assaults of an indecent nature/sexual assaults. Five of the 15 remain active, two resulted in arrests, five resulted in court action, two were referred and one was cleared through the investigation. Additionally, there were seven indecent exposures and five open and close cases in 2013.

BURGLARIES – DOWN 23%

There were a total of 100 burglaries during 2013. This is down 23% from the 129 burglaries in 2012. Of the total 100 burglaries, 83 (83%) were of residential properties and 17 (17%) were of nonresidential buildings, including offices, schools, religious and commercial establishments. Of the total 100 burglaries, 67 (67%) cases remain active, 16 (16%) resulted in an arrest, 11



(11%) resulted in court action, five (5%) were cleared exceptionally and one (1%) was cleared through referral. In addition to the 100 burglaries, there were 15 burglary attempts.

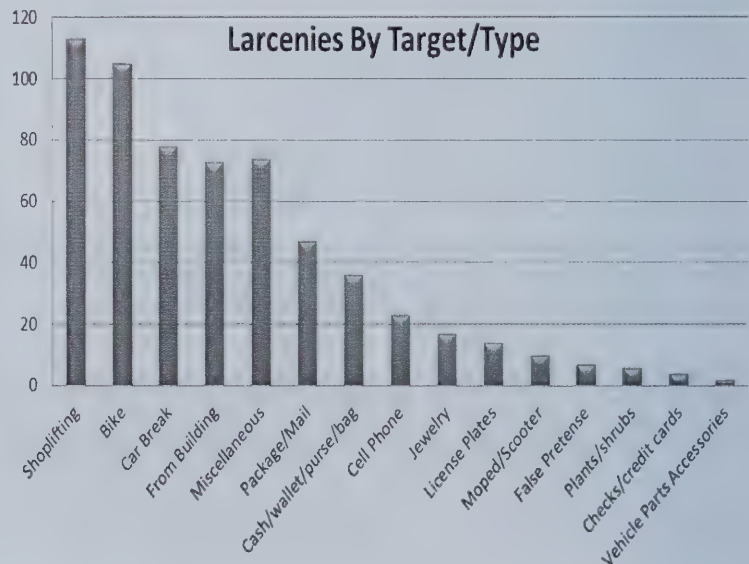


LARCENY – DOWN 5%

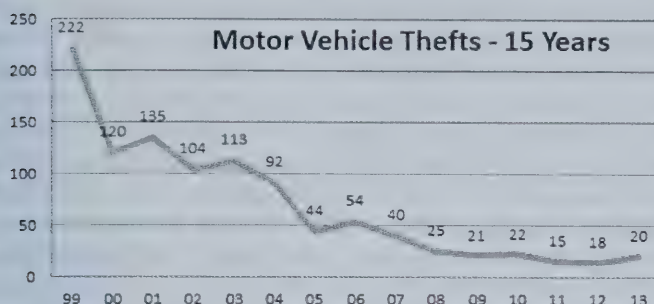
There were a total of 609 larcenies in 2013, down 5% from the 640 larcenies that occurred in 2012.

Of the 609 larcenies, 399 cases remain active, 93 resulted in arrests, 52 were cleared by court action, 44 were cleared exceptionally, 10 were completed service, four are in-active, three were cleared by referral, three were cleared otherwise and one is closed.

Of the total 609 larcenies, shoplifting was the most prevalent larceny with 113 (19% of total larceny category), followed by bike thefts with 105 (17%) and car breaks with 78 (13%). GPS units were targeted in 16 of the 78 car breaks (20%), a significant decline from previous years' car breaks. There were 105 bicycles stolen during the year (up from 89 reported stolen in 2012) as well as 47 reported thefts of mail/packages (down from 49 reported mail/package thefts in 2012). 68% (77) of shoplifting cases were cleared by arrest or



court action. 31% (35) remain active and 1% (1) is inactive. Additionally, phones and computers made up 12% of all thefts in 2013.



MOTOR VEHICLE THEFT – UP 11%

There were 20 motor vehicles reported stolen in 2013, which is up 11% from the 18 reported in 2012. Eleven cases remain active, two resulted in arrest, four were cleared by court action and three were cleared exceptionally.

Hondas were the most common make of motor vehicles stolen during this period, followed by Toyota, and Jeep.

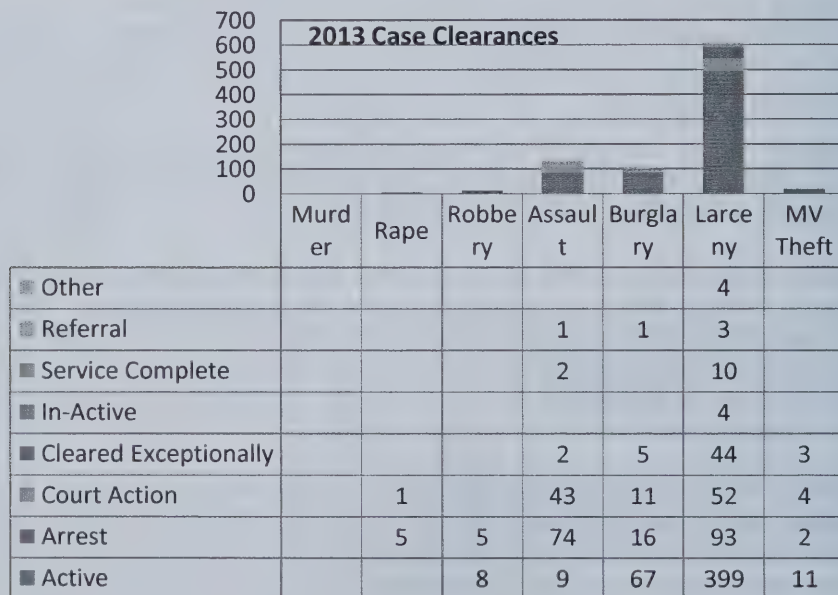
Four of the stolen motor vehicles were motorcycles. We have also seen an increase in Scooter/Motorized Bike thefts in the last two years with nine reported in 2013 and 11 in 2012 (these thefts are categorized as larcenies).

POLICE ACTIVITY

- **Arrests** – During 2013, there were **888 arrests**, down 3% from the 916 arrests made in 2012. 39 of the arrestees were juveniles. There were also 12 people taken into protective custody and nine sex offenders registered. Specifically, there were 60 arrests for OUIL and/or OUID during 2013.
- **Field Interviews** – During 2013, there were **2,356 field interviews** conducted, down 4% from the 2,452 field interviews in 2012.
- **Moving Violations** – During 2013, there were **24,799 moving violations** issued, up 12% from 2012 when there were 22,119. In 2013, there were 30 non-inventory motor vehicle searches conducted, representing 12% of the total stops in which motor vehicle violations were issued.
- **Parking Tickets** – During 2013, there were **127,962 parking violations** issued for a total of \$4 million in fines and penalties. This number is down 9% from the 141,401 parking violations issued during 2012.
- **Calls for Service** – During 2013, there were **100,431 police calls** entered into the CAD system. This number includes activities such as service calls, 911 responses, self-initiated police activity, traffic enforcement and posts, prisoner processes, services of papers/warrants, admin/report writing, town building checks and community policing activities and excludes activities such as out of services and reporting on/off duty. For 2013, calls for service are up 1% from the 99,069 calls in 2012.
- **Internal Affairs Complaints** – During 2013, there were **14 citizen complaints** lodged against eleven police officers, one dispatcher and two parking control supervisors (one of which received two complaints) for discourtesy/rudeness, improper procedure, neglect of duty, conduct unbecoming, insubordination, racial profiling, excessive force, general misconduct and/or criminal conduct. Three of the complaints were lodged by BPD employees. Seven of the 14 internal affairs complaints were determined to be unfounded, two were sustained, two were not sustained, one was partially sustained, one was mediated and one is still currently under investigation. One case, which was unfounded, was appealed to the Board of Selectmen and the finding was upheld.
- **Use of Force** – During 2013, there were **22 use of force** incidents. Use of force incidents are down (40%) from the 37 reported in 2012. The types of force used in 2013 against humans included (multiple types of force being applied in some cases): Firearm

(discharge) – 1, Firearm (non-discharge) – 2, Baton (use) – 1, OC (pepper) Spray – 3, Physical (hands/grab/wrestle) – 17. Additionally, force was used against animals in three situations – Less lethal shotgun – 1 and Firearm Discharge (euthanize) – 2. 13 of the 22 incidents involved an arrest. Three involved emotionally disturbed persons and two were intoxicated. One incident involved the Boston Marathon bombing suspects. Three incidents involved use on animals. The Department defines use of force as any force beyond compliant handcuffing. This includes numerous situations where a show of force is made by officers but no physical force or contact applied. Additionally, this includes uses of force in non-criminal situations, such as assisting emotionally disturbed persons to safety. Reporting use of force incidents is required of officers and incident reports cannot be approved without an officer filling in the mandatory field in the report writing system, which indicates whether or not force was used. Additionally, supervisors are required to submit a report detailing whether or not officers followed proper policy and procedure while applying force. These reports were completed in all 2013 use of force incidents and officers were found to have been in compliance.

- **Motor Vehicle Pursuits** - In 2013, there were **six motor vehicle pursuits**, down from nine in 2012. Of these incidents, four involved failures by various vehicles to stop during traffic enforcement. One incident involved a stolen scooter, and the last involved scooters failing to stop following suspicious activity. In all six incidents, the officers and supervisors complied with the guidelines, policies and procedures set forth by the Department with concern to motor vehicle pursuits.
- **Clearances** – Of the 879 Part A crimes reported in 2013, there were 195 cases cleared by arrest, 111 cleared by court action, 54 cleared exceptionally, 12 closed by completed service, 4 closed as in-active, 5 cleared by referral and 4 were closed for other reasons, resulting in a 44% clearance of crimes for the year. Specifically, 100% of rapes, 39% of



robberies, 93% of assaults, 33% of burglaries, 35% of larcenies and 45% of motor vehicle thefts were all cleared by arrest, court action, cleared exceptionally, completed service, referral, closed or are inactive. **Please note that many of the 879 active cases are still under investigation and may be cleared/closed as a result. Additionally, many prior year cases were cleared/closed during this period as a result of on-going investigations.

Administration

The running of the Boston Marathon has always been a day of enjoyment for people as they participate in the many events that surround the run. This year, on April 15th, that drastically changed. Terrorists set off bombs at the finish line that killed three people and injured hundreds more. When this occurred, Beacon Street needed to be secured and evacuated, the race was stopped and the safety of the thousands of people in Brookline along the race route needed to be ensured. Primary responsibility for accomplishing this fell to our Department, and our members rose to the occasion. Words cannot describe all that our Department did during the Marathon and in the subsequent days. All of our officers, dispatchers and civilian personnel did their best to ensure Brookline was safe and terrorism did not win out. We thank and commend all members of our Department, sworn and non-sworn, for their courage, bravery, professionalism and hard work during that dangerous time.

I am very pleased to let you know that our Department achieved accreditation status in September. This is a very important milestone in the history of our Department. By achieving this, the Department has met standards that are considered the "best practices" of our profession. We have been measured against standards that are difficult to meet and surpass, but we have been able to do just that.

Patrol Division

In 2012, the Department formed a Special Response Team (SRT), which consists of 17 officers with specialized tactical training and equipment. Throughout 2013, the SRT continued its extensive training and readiness for emergency activation. The SRT was heavily relied upon following the Boston Marathon bombing to assist with securing areas near the bombing. Throughout the days that followed, SRT members worked long hours at Boston area hospitals, as well as provided perimeter security during the visit of First Lady Michelle Obama. On Thursday, April 18th, some SRT officers responded to the MIT Officer Sean Collier shooting in Cambridge. During the pursuit of the suspects, team members were shot at and faced improvised explosive devices in Watertown. On Friday, April 19th during the manhunt for the second suspect, the Brookline SRT was assigned to containment and area searches in Watertown and assisted in the final apprehension of Dzhokhar Tsarnaev. In August SRT team members, along with officers from other local departments, were recognized by the New England Patriots during a pregame ceremony for their role in the search for and capture of the Marathon Bombing suspects in Watertown.

The Patrol Warrant Unit was formally implemented in 2011 to research active warrants and gather intelligence to aid in timely, successful apprehension of wanted suspects. In 2013, the Patrol Warrant Unit successfully cleared 138 warrants.

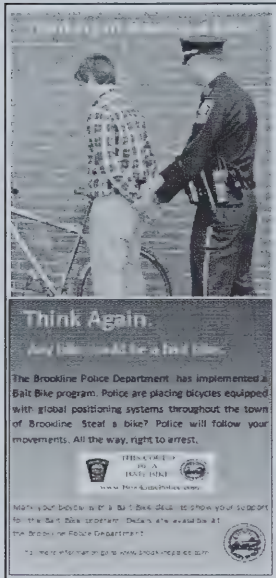
Patrol Bike Unit

The Patrol Bike Unit (PBU), which started in 2010, continues to work in full force providing education on the bicycle laws and conducting enforcement. The BPD believes that enforcement and education is critical to improving bicycle safety and providing a safe environment for bicyclists and motorists in Brookline. In addition to educating and enforcing bicycle safety, the PBU officers conduct regular patrol functions such as responding to crimes, solving problems and serving as a visible and approachable officer on the street. In 2013, the PBU was deployed a total of 334 shifts for a total of 2,611 work hours. The PBU members wrote 714 Town By-Law Citations for bicycle violations. Additionally, the PBU was used in an undercover/surveillance capacity for 9 shifts for a total of 71 work hours. The non-PBU units wrote 308 Town By-Law Citations for bicycle violations, resulting in a department total of 1,022 citations for bicycle violations in 2013. The PBU officers worked specific venues where their function was to supplement other patrol units, increase officer visibility and become more accessible to the public. Here are a few high profile assignments the PBU was involved with during 2013: deployment for the Boston Marathon, the Presidential visit, Fourth of July festivities, the US Amateur Golf Tournament, the Boston Red Sox World Series games and victory parade.

In 2013 the PBU worked successfully towards its goal of continuing to supplement the Patrol Division with such activities as deterring criminal activity, providing alternative enforcement methods, promoting positive interactions with citizens, and educating the public regarding bicycle and vehicular safety. It will continue to be the goal of the PBU to maintain this high level of police service to the citizens of Brookline in 2014.

Crime Detection/Prevention

In 2013, the Department continued to use and deploy the Bait Bike Program that was initially started in the fall of 2012. The Bait Bike program is a GPS based property decoy system and was initiated after several members of the department and dispatch center were trained on its use and tracking abilities. The GPS can be programmed to activate on movement and a notification is sent via text message indicating that the bait bike is moving. The police dispatch center can then begin a tracking program and track the unit in real time. The system allows for location updates every thirty seconds.



The Bait Bike was deployed in early June as the Department began to see an increase in bike thefts. The bike was placed in specific areas that had been designated as bike theft hot spots. During the year the Bait Bike was stolen six times. On five occasions the perpetrator(s) were caught, resulting in nine arrests. One case remains active, although the Bait Bike was recovered without a suspect in the area.

The subjects arrested in these cases have significant criminal histories and have committed these types of crimes countless times without being caught. These incidents send a message to think twice before committing these crimes in the Town of Brookline, because the likelihood of getting caught has increased exponentially.

There were 89 reports of stolen bicycles in 2012. In 2013, the Brookline Police took 113 reports of stolen bicycles. The majority of the thefts (30%) have been in Sector One, which encompasses the area from Beacon Street from the Boston line, west to Coolidge Corner, then east along Harvard Street to the Boston line and down to the Commonwealth area to St. Mary's Street.

The prevention steps taken in 2013 by the PBU include educating the public of the prevalence of bicycle theft and of the importance of reporting their bike stolen. While interacting with the cyclists, the members of the PBU reminded them of the importance of using a quality bike lock and keeping a record of the bicycle's serial number.

Criminal Investigations Division

The Department continues to work closely with the Boston Police Department and the Boston Regional Intelligence Center (BRIC) to share intelligence and conduct joint investigations to identify regional crime series and apprehend criminals who are committing crimes across jurisdictional lines.

Community Service/Training Division

The Community Service Division's various programs, such as the Child Seat Safety Program and Rape Aggression Defense (RAD), continue to be offered and greatly enhance the safety of our residents. The Community Emergency Resource Team (CERT) program also continues to recruit, train and deploy its 180+ volunteers, who are on-call to assist the Town during local emergencies. Our officers continue to work with the schools, other Town agencies and local service providers to improve the quality of life for residents. Despite difficult fiscal times and reduced grant funding for community policing activities, we have maintained a balance and will continue to provide these valuable services to the community.

Over the last year, the Department has significantly increased its public outreach through social networking. In addition to our website (which had 69,222 visitors in 2013), email lists and daily blog (which is read by roughly 10,000 people per month), the BPD reaches out to the community via Facebook and Twitter. These social media tools allow us to notify the community about local emergencies (such as snow emergencies/parking bans), crime patterns, safety warnings, upcoming events and activities, and local happenings. In 2013, we significantly increased our followers on Twitter, growing from 1,555 to 3,900, and on average, the Department tweets about 35-50 times per month. This past spring, our front line supervisors even started sending out "tweets from the streets." We have also significantly increased our Facebook presence. In January, there were 460 "likes" of the BPD page and at year's end, the BPD page had 2,039 "likes". On a weekly basis, we have hundreds of people visit the BPD Facebook page for news and current events.

The Police Department continues to step up its effort to reduce the number of loud parties and noise complaints in Town. During 2013, there were 859 nuisance related service calls for loud parties (203) and noise complaints (656) and 164 Nuisance By-Law citations were issued.

Traffic Division

The Traffic Division is responsible for fielding and managing traffic complaints from the community and for working with the DPW's Transportation Division to improve the safety conditions on our roadways. The Traffic Division is responsible for enforcement of traffic laws, responding to traffic complaints and investigating traffic crashes. Officers assigned to the Division issued over 3,780 traffic citations. The Division is responsible for processing these violations, which includes entering data into a computer program, which analyzes traffic stop data and other related activity.

Public Safety Dispatch

In 2013 the 911 Communications Center applied for and received two grants from the Executive Office of Public Safety and Security State 911 Department, totaling over \$165,604, to assist with approved personnel costs, training costs, and equipment expenses. This greatly enhances the performance and quality of the Brookline Dispatch Center. Two of our dispatchers are attending the State Public Safety Communications Academy.

The Communications Center fielded approximately 256,000 telephone and 12,951 911 calls in 2013. In this time frame there were 105,358 police calls entered into the CAD system. This number includes activities such as service calls, 911 responses, self-initiated police activity, traffic enforcement and posts, prisoner processes, services of papers/warrants, admin/report writing, town building checks and community policing activities.

Emergency Management

During 2013, The Brookline Emergency Management Team continued to enhance the Town of Brookline's resilience and ability to mitigate against, prepare for, respond to and recover from natural and man-made critical incidents and pre-planned events. We will continue to ensure that first responders and volunteers have been trained to the appropriate level in the National Incident Management System (NIMS) and Incident Command System. To ensure NIMS compliance, we continued to utilize the state's new Resource Management System (RMS). According to MEMA, the primary function of RMS is to help search for resources statewide and support mutual aid between communities.

Animal Control

In 2013 the Animal Control Officer responded to 736 calls for service. The officer continued to enforce Town By-Laws and State laws pertaining to animals and continued to work cooperatively with the Parks and Open Space Division and the Town's licensing unit to increase public awareness and compliance with pertinent statutes.

Conclusion

There were 35 commendations for outstanding police work that were issued to 54 officers, for their work during the year. Through their outstanding performance these officers, and a great many others, consistently demonstrate their commitment to providing the highest quality of police service to the public. With professionalism and expertise, we continue to build relationships with citizens in order to improve personal safety, protect individual's rights and property, and promote individual responsibility and community commitment to keep our citizens safe and aware.

As we move forward in 2014, we will continue to work to improve the services we provide to the community. Thank you for your continued support of the Police Department and our mission.

Fire Department

Paul D. Ford, Fire Chief

Administrative Division

The mission statement of the Brookline Fire Department reads, in part, that Brookline's firefighters will work to "protect life and property and lessen adverse effects on the environment." The Fire Department is proud of its work in 2013, having met that goal. Fire Suppression, Prevention, Emergency Medical Services, Rescue, and Hazmat mitigation continue to be the priorities of the Department. The efforts in these areas could not have been successful without the dedication and professionalism of the Fire Department's officers and firefighters. Strong support from town government continues to play a significant role in the Department's success and long history of excellence in serving residents and visitors alike.

The Administrative Division consists of a Fire Chief, Chief of Operations, an Executive Secretary, and an Information Technology Systems Analyst. Additional administrative staff shared with the Police Department includes a Public Safety Business Manager and three clerical staff.

The Division is responsible for both the day-to-day operations of the Fire Department as well as long range planning and budgeting. The office also conducts frequent business with citizens and business owners, town, state and federal officials, other fire departments as well as other town departments. Additionally, the Division assists various media, insurance, and private entities. The Division is further charged with reviewing Standard Operating Guidelines, preparation of the Department's Capital Improvement Plan, and it also ensures compliance with departmental policies, orders, rules, and procedures.

The Fire Department saw thirteen members retire in 2013. The retirees' combined experience totaled over 314 years, with two members possessing over 40 years of individual experience with the Brookline Fire Department. Although the loss of this experience can be disruptive, we are confident that the dedication and experience of the remaining members, along with the infused energy of newly hired recruits, will carry this Department forward with pride and vigor.

The Department saw several promotions in 2013. Captain James Corbett was promoted to Deputy Fire Chief, Lieutenant Paul Pender was promoted to Fire Captain, and Firefighters Kenneth Fields, John O'Leary, and Sean Guilfoxy were each promoted to Fire Lieutenant.

With the retirement of long time Administrative Assistant to the Chief, Betty Friar, a search was conducted for a new Administrative Assistant. Mrs. Elizabeth Scott, a senior clerk with the DPW, was selected to fill that position. Her skills and outlook have brought many fresh ideas into the office environment and the Department.

Fire Suppression Division

The Brookline Fire Department Suppression Division is divided into four groups whose responsibilities include the protection of the lives and property of the people of Brookline from fires, natural and man-made disasters, and hazardous materials incidents, as well as saving lives by providing Emergency Medical Services, preventing fires, and enforcing State fire laws and codes. Suppression is the largest Division of the Fire Department and is staffed by four Deputy Chiefs, seven Captains, 21 Lieutenants and 115 Firefighters. They respond from five fire stations geographically distributed throughout the town.

The BFD responds to a variety of incidents from medical and household emergencies to major accidents and structural fires. We experienced structural fires in high-rise buildings, as well as in both single and multifamily homes. Fire Department response was exemplary in all instances.



Spooner Road Fire

Our emergency response system has proven to be multi-dimensional, efficient and effective in all phases of response.

In 2013 the suppression forces responded to a total of 7,347 calls. Of these, 3,671 were for medical emergencies, 598 were box alarms and 3,068 were still alarms.

Fire Prevention Division

The Fire Prevention Division is staffed with one Deputy Fire Chief and Two Lieutenants. Additionally, there is a full time office manager.

The Fire Prevention Staff job responsibilities are the following:

- Enforcing MGL.Ch.148, 527 CMR State of Mass. Fire Regulations and sections of the Eighth Edition of the Mass. State Building Code pertaining to Fire Alarm and Sprinkler Systems.
- Investigating fires to find the area of origin and cause of fires that occur in Town.
- Reviewing and issuing fire permits.
- Conducting plan reviews for all new sprinkler and fire alarm systems for code compliance and fire service usability.
- Performing quarterly fire inspections of all health care facilities, nursing homes and places of public assembly.
- Scheduling, coordinating and performing 26F and 26F ½ Smoke Detector and Carbon Monoxide Detector Inspections as required.
- Performing Certificate of Occupancy Inspections for all new construction and substantial renovation projects.
- Inspection of licensed occupancies (lodging houses, restaurants, hotels, second-hand retail establishments, second-hand auto sales and open air parking lots).
- Follow-up inspections for problems and code violations.
- Receiving and answering telephone inquiries related to code requirements, technical questions and fire hazards.
- Manning the Fire Prevention office and public window.

Summary of Fire Prevention Activity of 2013:

- Performed 515 Six-Unit-and-Up Annual Building Inspections, distributed this information to the fire companies and entered it into the GEOTMS system.
- Scheduled 991 26F & 26 F½ Smoke Detector and Carbon Monoxide Certification Inspections and entered inspection data into the GEOTMS system.
- Scheduled, Inspected and entered 166 Certificate of Occupancy Inspections into the GEOTMS system.
- Issued 504 Fire Permits and entered data into the GEO system.
- Scheduled and supervised 213 fire details.
- Issued 61 Plan Reviews with permits.
- Performed 35 Quarterly Health Care Inspections (required by MGL Ch. 148).
- Performed 51 Lodging House Inspections.
- Inspected 139 Common Victualler Licenses.
- Inspected 20 Retail Package Stores.
- Inspected 10 Second-Hand Motor Vehicle Licenses.
- Inspected 10 Second-Hand Articles Licenses.
- Inspected two Inn Holders Licenses.
- Inspected, installed and/or removed 81 aboveground and underground oil storage tanks.
- Conducted 12 Fire Investigations.

S.A.F.E. Program 2013:

Fire Education (S.A.F.E. Program) consists of a combination of lectures, questions, answers and demonstrations for Kindergarten through Second Grade students for all the public schools in Brookline. This program was delivered to 80 classes.

Training Division

The Training Division is staffed with one Deputy Fire Chief and one Captain. This Division is responsible for initial recruit training, as well as the continuing education and training of Department personnel. The Division has a continued partnership with the Massachusetts Emergency Management Agency (MEMA), State Homeland Security Urban Area Security Initiative (UASI), Battle Road Regional Emergency Planning Committee (BREPC) and the Mayor's Office of Emergency Preparedness (MOEP). The Division is at the forefront in this regional co-operative when it comes to keeping this Department informed of the newest training initiatives.

In the fall of 2013, eight new recruits joined the department after completing an exhaustive and challenging recruit academy held at the training facility on Hammond St. The class was comprised of 22 students from five neighboring communities. The breadth of knowledge covered by the recruits began with the basic understanding of chemistry, hydraulics, hazardous materials and building construction as it relates to firefighting. Some of the outside sources utilized by the training academy were, the Boston Fire Department's live burn building on Moon Island and Mass. Fire Academy in Stow, Mass.

The Training Division also provided Department staff with a comprehensive set of instructions that covered both on-going re-certification, as well as instruction that covered new equipment, updated techniques and basic continuing education in areas of firefighting and Emergency Medical Services (EMS). With over twenty-five classes held by the Division, every member of the Department was offered over 45 hours of instruction. Some of the topics covered included the following fields of study:

- Fire Suppression
- Forcible Entry
- Overhauling
- Fire Department Communications
- Elevator Emergencies
- Auto Fires
- Vehicle Extrication
- Arson Awareness
- S.C.B.A Training
- Ice and Water Rescue
- Operation of the Mass Decon Unit
- Emergency Medical Service Instructions
- Information Technology Training
- Use of Fallon Ambulance website for EMT continuing education and DOT refresher Training.

For the calendar year 2014 the Training Division will continue to focus on training for everyday emergencies, such as building fires, ladder operations, auto extrication, and medical emergencies. This spring we will be conducting another 10-week recruit class of 16 students hailing from four neighboring communities. The instructors for the academy class are all Brookline firefighters who have been certified by the Mass Fire Academy as Fire Instructors. This Department prides itself in taking a proactive posture in training when it comes to the safety of its members and the citizens that we serve.

Maintenance Division

The Apparatus Maintenance Division consists of one Motor Equipment Foreman and one Motor Equipment Repairman. The Division is responsible for the repairs and servicing of all Fire Department vehicles. The Division also maintains all of the auxiliary equipment such as small pumps, fans, hydraulically powered extrication equipment, and forcible entry equipment. The equipment repairman is also a certified self-contained breathing apparatus (SCBA) technician and responsible for the maintenance and repair of all SCBA units.

All vehicles have been serviced two times during the year of 2013 which consists of grease, oil, and oil filters and tune-ups. All vehicles have had an annual Registry of Motor Vehicle State inspection along with a Department of Transportation inspection. All vehicles have been winterized with anti-freeze. All tire chains have been repaired or replaced. All five Hurst tools have been serviced and hydraulic pressures set according to factory specifications. All portable generators and pumps have been serviced and tested. Four air samples have been taken on both high-pressure air compressors. Tower one, Quint IV, Quint V, Ladder II, and Reserve Ladder II have been tested. All pumps have been tested. Twenty-three ground ladders have been tested.

A new Ford Taurus has been received for C1.

A new Ford Explorer has been received for C6.

A new KME Fire Engine has been ordered to replace Engine 3, located at Station 7.

Fire Alarm Division, Dispatching Center Report for 2013

In 2013, the 9-1-1 Communications Center again applied for and received two grants from the Executive Office of Public Safety and Security; State 911 Department totaling over \$165,000 to assist with approved personnel costs, training costs, and equipment expenses which greatly enhance the performance and quality of the Brookline Dispatch Center and Fire Alarm.

The Communications Center in 2013 was made up of fifteen Dispatchers (nine males, six females) and one Dispatch Supervisor. Two Dispatchers with seven and four years' experience respectively resigned their positions in January 2013 and those vacancies were filled in May and July 2013 respectively. These Dispatchers participated in mandatory training courses and one graduated from the State Public Safety Communications Academy in August of 2013.

In 2013, with the funding provided by the State 911 Grants, the Communications Center was equipped with a new high capacity printer and a new fax machine to assist in the administration of a more efficient Dispatch Center.

The Communications Center fielded approximately 256,000 telephone and 12,951 incoming 911 calls in 2013. In 2013, Dispatchers made approximately 94,000 computer-aided Dispatch Police and Fire entries not including self-initiated service calls. Of the 94,000 entries made, 7,347 of these entries were Fire Department calls for service that were dispatched and responded to by the Fire Suppression and Fire Prevention Divisions. Out of the 7,347 Fire Department runs, 3,671 of those were Medical related calls.

The Division has continued to train to the highest standards possible and to provide continuing education in Emergency Medical Dispatch. Many Dispatchers surpassed the state mandated minimum requirement of sixteen hours of continuing education to maintain their EMD status and all will continue this status into 2014. Dispatchers were provided with multiple training opportunities that included but were not limited to the following topics in 2013: CPR/AED certification, MA First Responder, Suicide Intervention, Non-Emergency Call-Handling, Fire Service Dispatch, Autism Awareness Training, Active Shooter, and Communications Training Officer Certification.

In April of 2013, the Division was faced with an extraordinary event that occurred on the day of the Boston Marathon and the days following. With the bombings that occurred down the Marathon route in Downtown Boston and the subsequent manhunt, the staff performed remarkably considering the circumstances and all handled the very stressful situation with the outmost professionalism. They should be commended for their efforts alongside the other first responders of this Town.

Building Department

Daniel F. Bennett, Building Commissioner

The Building Department is responsible for administering the General Laws of the Commonwealth of Massachusetts and Town of Brookline by-laws as they relate to land use and the construction and occupancy of building and structures.

The Department's goal is to safeguard the public health, safety, and general welfare through structural strength, means of egress, facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards attributed to the built environment.

Staff enforces the State Building Code as well as by-laws and regulations related to zoning, building, plumbing, gasfitting, electrical, fire safety, sprinklers, accessibility, noise, signage, preservation and demolition. The Department performs annual inspection of lodging houses, places of assembly, parking facilities and common victualler locations prior to their license renewal. Building Department staff reviews applications and inspects projects for which permits have been issued and enforces provisions of the Massachusetts State Building Code.

In addition, the Department is responsible for the repair, maintenance and capital improvement programs for Town and School buildings. The Department is responsible for the daily operation of the Town Hall, the Health Center building and the Police Station.

The Building Department issued 6,263 permits in 2013. There were 18 new single-family residential building permits issued and three permits for multi-family residential buildings totaling 50 units. In addition there were numerous permits issued and inspections performed for additions, alterations, roofing, siding, window replacement, as well as basement, bathroom and kitchen renovations. As a result, there were more than 360 certificates for occupancy, annual inspections and condominium conversions issued.

Pursuant to state law, inspectors attended continuing education courses offered by the Board of Building Regulations and Standards. These courses assure that inspectors are well versed in code changes, latest construction materials and methods. The Department is committed to reducing paper usage/storage and trips to Town Hall with on-line permitting and accepting credit card payments. Further the Department is working toward developing a program for digital storage of plans and other historical records and introducing after-hours inspections for better customer service. In an effort to work cooperatively with other code enforcement departments, the Building Department staff created and implemented a Code Enforcement Task Force that meets monthly.

The following major projects took place in 2013:

- Completed construction of a new inpatient hospital building to treat 30 patients at Bournwood Hospital.
- Completed the construction of a four-story, 20-unit residential building with underground parking at 1842 Beacon Street.
- Continued construction at 321 Hammond Pond Parkway of a 27 unit residential building with parking garage below.
- Construction of new Gasoline Station Canopy and Kiosk on Harvard Street.

The following permits and certificates were issued in 2013:

Permits Issued:	6,263	Certificates Issued	360
Building	1,887	Occupancy	240
Electrical	1,358	Builder's Licenses	36
Plumbing	1,261	Board of Appeals Cases	71
Gas Fitting	949	Lodging House	51
Mechanical	419	Violation notices	28
Sprinkler	19	Common Vic./Food Vendor	176

Public Buildings

The Public Buildings Division of the Building Department is responsible for the repair, maintenance, rehabilitation and general upkeep of all 80 Town and School buildings (approx. 2.75 million s.f.). The support staff provided services to all the Town and School buildings. The Division uses its staff for most emergency calls, small to medium size projects and completion of those items left over from larger projects. Generally, large-scale projects and preventative maintenance is performed by outside contractors. Also, specialized services such as burner/boiler maintenance, fire alarm and glazing services are performed by outside contractors. Our buildings are monitored through energy management systems. Approximately 1,600 service orders were issued last year to outside contractors. The Department also issued over 4,200 in-house work orders to our staff.

The Building Department continues to work with the School Administration to find and create more space for the ever growing school population. New spaces were made at the Baker, Heath, Lawrence, Pierce, Driscoll and Devotion Schools. More temporary work is planned for the summer in a number of schools. The Baker School had a small group instructional space made out of an area of the new Kindergarten room – which was previously the Art room. A new dividing wall was built at Heath School to create two rooms. The Devotion School had two rooms modified. The Driscoll School had a new classroom created by dividing the Music room. The Pierce School had a new Computer room built in the C wing; this allowed the old Computer room to be used as a classroom. The use of the Old Lincoln School has saved the Town millions of dollars, playing a vital role as swing space for renovation projects. The school will be renovated over the summer to create a swing space for the upper grades while work is planned for Driscoll, Devotion and the High School. The next large project is the Devotion School project with a projected cost of \$90,000,000, approximately 30% reimbursement is anticipated from the state. Work is continuing with the architect, HMHF, on a final design.

Energy conservation continues to be a priority. The goal is to keep unit prices down by having long-term contracts for heat and electricity and to curtail usage. New lighting has been installed in the school buildings, including outside spotlights. Gas condensing boilers have been installed at the Libraries, Soule Gym, Public Safety Building, Devotion House and other buildings. These boilers are almost 98% efficient and were funded in part by a grant the Town received by becoming a Green Community and rebates from the utility company. The Department also continues to upgrade the energy management systems. We continue to work with NSTAR and National Grid by participating in their rebate programs, which allow conservation projects to be partially funded by the utilities. The Building Department has received a grant from the DOER for \$100,000 and rebates to date of approximately \$68,000 from the utilities. The Runkle School qualified under the Mass. Chips Program, which saved towards the construction costs.

More security measures were undertaken at a number of the buildings over the last several months. These measures will control of entry to buildings to provide a tighter perimeter. This work is ongoing.

The long term roof repair/replacement program continues. Over the summer and into the fall a new slate roof along with new copper gutters was installed on the Unified Arts Building and some

needed masonry repairs were completed. Roof work will continue with roof replacements planned for the Main Library, Pierce Primary and Soule Gym. Masonry work will be added to this envelope work starting next year as well.

The Golf Course Maintenance Building construction is underway with completion expected by spring. The new facility is larger and allows for better management and use of the equipment in an enclosed structure. The existing buildings were in disrepair and exceeded their life span.

New workout rooms were constructed at the fire stations. The rooms permit better use of training equipment and provide an area in each station for health and fitness activities. Additional work has also begun on strengthening and reinforcing the apparatus bay concrete floors to allow for heavier and wider fire vehicles, as well as new life safety systems. This is a multiyear project.

Phase three of the Town Hall Garage project was completed over the summer. This work included replacing the roof of the garage under the grass area between the Town Hall and the Main Library. New grass was installed, along with new walkways. Phase four will start in the summer of 2014.

The Pierce Auditorium work was completed this summer and into part of the school year. This now allows for a better use of the facility, with new HVAC, lighting, sound and seating.

The DPW expansion project has started. Work includes a reorganization of the spaces at the Highway Garage. This work was needed as the Parks operation moved to the Highway Garage from Larz Anderson Park. The garages at Larz Anderson are being used for dry storage of summer/winter equipment.

The School Department continues to rent facilities for their programs at a number of locations throughout Town in an attempt to ease the overcrowding issues. This helps to supplement the creation of spaces in existing school buildings while renovations are planned/underway. New leases for the Transportation Museum, the Brookline Music School and 21 Newton St. are also underway as these leases have expired.

Building Commission

The five Building Commission members are appointed by the Board of Selectmen in accordance with Town By-Laws. The Commission's responsibilities include the management of engineers and architects, bidding of projects, contract negotiation and oversight of builders with respect to the Capital Improvements Program for public buildings.



Building Commission (L-R) George Cha, Karen Breslawski, Janet Fierman and George Cole

The Commission assists the user group in identifying program and infrastructure needs in the early stages of a project. Upon approval of funding by Town Meeting, the project proceeds to design and then construction and close-out. The Commission is assisted by staff who conduct many of its routine activities and who report regularly to it.

In January 2013, the Massachusetts School Building Authority (MSBA) approved the feasibility and schematic design of the Devotion School project, and in May they approved the Town's nominee for the Owners Project Manager (OPM). In June, the designer selection panel selected HMFH Architects of Cambridge as the project architect. The execution of the contract with the architect was deferred pending the completion of the B-SPACE work. Nevertheless, through the calendar year work on the planned project continued, including testing and reporting of suspect hazardous materials samples, contract negotiations with the architect, reporting to the MSBA and preparing of RFPs for services that are needed in the early stages of a project such as cost estimating. As the year closed, the B-SPACE work was completed and the Building Commission stepped up negotiations with HMFH with the goal of contract execution in January of 2014.

From the beginning of calendar year 2013, close-out work on both the Runkle School and Heath School projects continued through the end of the calendar year. The beginning of the year efforts were focused on completion of punch list work, commissioning of building systems and collection of close-out documents such as as-built drawings, operating and maintenance manuals, warranties and training of staff on the use of equipment and systems. Year-end focus shifted to closing out the two projects with the MSBA, including final audits.

Other projects in 2013 included completion of roofing work at Fire Stations #1, #5 and #7. The Pierce School Auditorium Renovations construction commenced in July and was substantially complete at the end of October. The Unified Arts Building slate roof replacement and selective masonry work also commenced in the summer and was substantially complete in early December. Design work continued on the Fire Stations Structural Repairs project and the High School Concept Study was completed. The Modular Classrooms at Lawrence School was bid, but only one response was received and the Building Commission and School Department began to consider next steps.

With Devotion School and other important and challenging projects the Commission is prepared for its role in 2014.

Board of Examiners

The Board of Examiners was established with the adoption of the Town of Brookline Building Code in 1956. The Board consists of three members (an architect, an engineer and a licensed contractor), all appointed by the Board of Selectmen. Presently, Board members are Barnett Berliner, and Fred Lebow. The Board meets as required to hold examinations and ensure that all work in the construction, reconstruction, enlargement, alteration, repair, removal and demolition of all buildings or structures in the Town is performed by qualified licensed persons. The Board established eleven classes of licenses for specific types of work. All meetings are conducted under the Open Meeting Law which requires notice of such meetings be posted to the public and that accurate records of the Board's proceedings be maintained. In 1994 the BBRS ruled those municipalities that established licensing requirements for construction supervisors prior to January 1, 1975 may maintain their existing licensing requirements and accept either their Municipal License or the State Construction Supervisor's License (CSL). Today the State CSL program consists of eight designations under the Massachusetts State Building Code and accounts for a majority of the licenses in the Town. During 2013 36 Brookline licenses were renewed.

Department of Public Works

Andrew M. Pappastergion, Commissioner

Administration

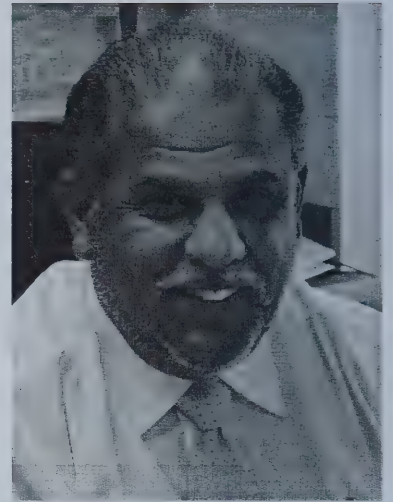
The Mission of the Department of Public Works is to provide efficient, effective and economical services to the citizens of the Town at the desired level and in compliance with all applicable federal, state and local laws and regulations. This is accomplished through the efforts of a well-trained workforce and the leadership of a very competent and accountable professional staff

The Department is responsible for all endeavors relating to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, town cemeteries, water distribution systems, sewer collection systems, storm drain systems, and the collection and disposal of solid waste and recycling. The Department also provides engineering support services and motor equipment maintenance services to all town departments.

Management

The Department of Public Works divides its multiple responsibilities for the management, maintenance and operations of the Town's infrastructure among five principle Divisions: Administration, Engineering and Transportation, Highway and Sanitation (including Fleet Service), Parks and Open Spaces (including Forestry, Conservation and Cemetery) and Water and Sewer.

Overseeing each of these Divisions is the Commissioner of Public Works, Andrew M. Pappastergion. Together with his management team, the Commissioner establishes both long and short-term policy direction, forecasts annual operations and capital budgets, and structures departmental management and staffing.



Andrew Pappastergion
Commissioner



Frederick Russel

Excluding Administration, each Division is headed by a Director, charged with staff, budget and management responsibilities that are tailored to the specific public resource under their jurisdiction. Peter Ditto serves as Director of Engineering and Transportation, Erin Gallentine serves as Director of Parks and Open Space and Kevin Johnson serves as Director of Highway & Sanitation. In June, Water & Sewer Director Philip Trainor retired after a long and distinguished career of 44 years with the Town. Phil's institutional knowledge of the water and sewer systems will be sorely missed. After a thorough search process, the Town was pleased to welcome Frederick Russell as Director of Water & Sewer. Fred was appointed in December and previously worked as the Director of Utilities for the City of Newton. He has an extensive knowledge of water and wastewater systems and is highly respected in the public works industry.

For purposes of departmental scale, Public Works employs 166 permanent full-time positions and has an annual operating budget of \$13.8M, excluding the Water and Sewer Division, which is operated as an enterprise with an annual budget of \$27.2M. In addition, the DPW Capital Improvement Program for fiscal year 2014 was funded at \$9.3M, which includes the Water and Sewer Enterprise.

Middle Management

While each division within Public Works is led by a Director, the mid-level management structure includes Operations Managers, a Fleet Maintenance Supervisor, a Tree Warden/Conservation Officer and a Transportation Administrator, each of which provide support and assistance to the management team.

Recently appointed in the position of Operations Manager of the Park and Open Spaces Division is Michael Bartlett, formerly the Assistant Superintendent of Parks in East Providence, Rhode Island.



Michael Bartlett

Administrative Team

The Administrative team consists of eight (8) staff members and is led by the Administrative Manager. It provides critical support services for all the daily functions of the Department. Located at Town Hall as well as on offsite facilities at Netherlands Road (Water & Sewer) and the

Municipal Service Center on Hammond Street (Highway, Sanitation, Parks & Fleet Services), the business team provides customer service and handles inquiries for utility and refuse billing, refuse and recycling collection, and work requests through the BrookOnLine mobile application and permitting system. In addition, they are responsible for all normal business functions, such as payroll processing, accounts billable and payable, requisition and purchase order processing, and budget tracking.

Public Guidance and Governance

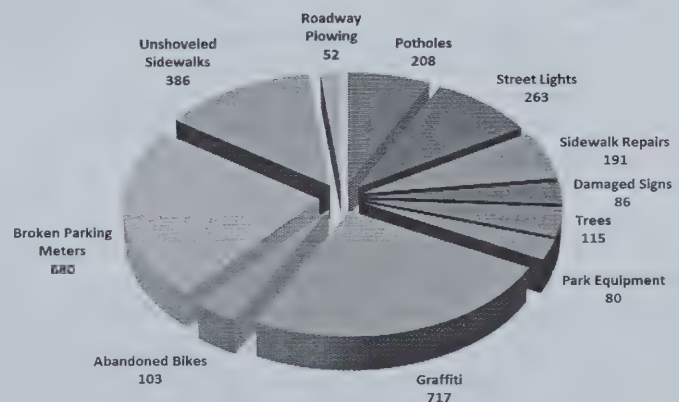
Brookline's citizens play an integral role in Town management, programming and politics through an appointed structure of official Boards and Commissions. The Department of Public Works operates within this vein of public participation, supporting the roles of specific project advisory or selection committees, targeted task forces, and boards or commissions with certain mandated authorities or controls. The following boards and commissions, whose memberships are appointed by the Board of Selectmen, work on a permanent and prescribed basis with various Public Works Divisions: Parks and Recreation Commission; Tree Planting Committee; Conservation Commission; Transportation Board; Solid Waste Advisory Committee; and the Trustees of Cemeteries. In addition, the Moderator's Committee on Waste Disposal has been created to explore the potential for "Pay as you throw" refuse collection systems and other improvements to the Town's solid waste program.

2013 Highlights

BrookOnLine Application

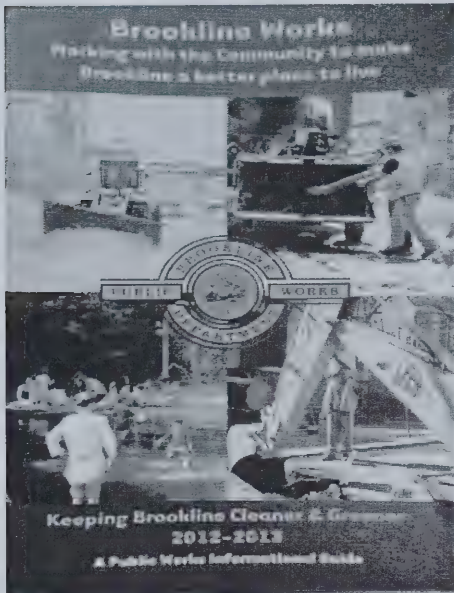
The BrookOnLine Notifier Application is a tool that gives citizens the ability to report issues of concern to the public directly to the Public Works Department for resolution using either the internet or a mobile device. Issues such as potholes, graffiti, street lights and broken parking meters can be reported in real time, providing the Department with additional eyes on the street. Resolution of each reported issue can be tracked for timely completion. In 2013, the Town received 2,881 requests, an increase of 43% over 2012, with 98% of the requests closed or resolved during the year.

BrookOnLine Requests CY 2013



Cartegraph Work Management System

Since the original implementation of the Department's work order system several years ago, each Division has continued to increase their utilization of the program to allow for more efficient data management and record keeping for all the varied work centers in public works. In 2013 the Department issued and completed 10,820 work orders relating to highway, traffic, forestry, parks, fleet maintenance and water and sewer. The next improvement for this system will be the ability to use mobile workstations for field data entry which will increase both the efficiency and accuracy of work flow.



Brookline Works Guide

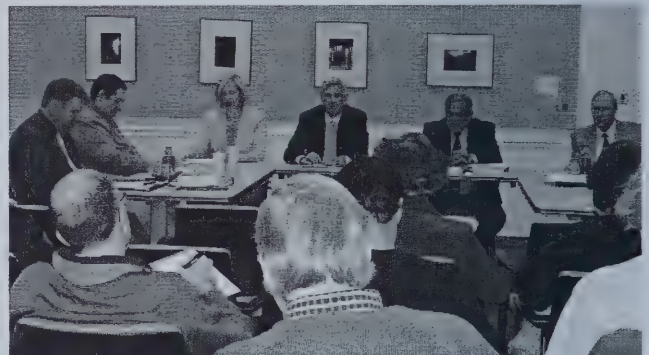
This guide was developed to replace the annual Newsletter and provide residents with a handy informational guide of all the Public Works Services. Information such as reporting potholes, street light outages, water leaks, paying refuse or water and sewer bills, getting a parking permit or a green dog permit, trash or recycling questions and winter storm information can all be found in this informational guide.

LED Street Light Replacement

After several successful pilot programs in different neighborhoods, the Department received approval for a full four-year replacement program for all 3,500 town-owned street lights to LED fixtures. The new fixtures will be installed by DPW staff and, once completed, will generate nearly \$200,000 in energy savings annually for the Town.

DPW Town Meeting Forum

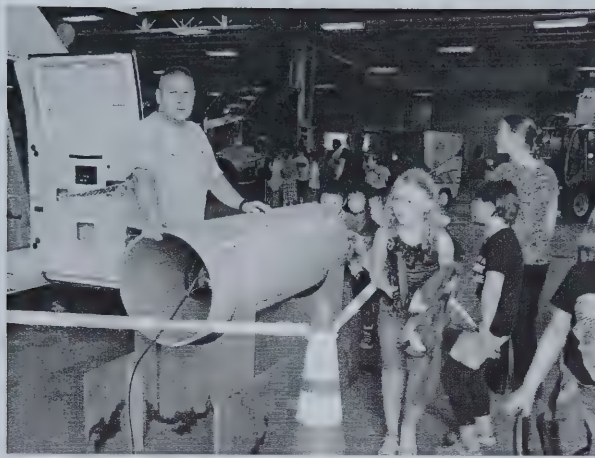
In May, the Commissioner held his annual "DPW Town Meeting Forum" to address any and all questions and concerns of Town Meeting Members. Following a brief introduction to the functions of the DPW and a short summary of divisional responsibilities made by each division director, the following topics were raised and discussed by TMM's: Crosswalk design, street reconstruction and pothole repairs, traffic and pedestrian signal modifications, sidewalk repair and maintenance, notification to residents when scheduling sidewalk replacement, parking lot repair and maintenance, green initiatives such as pervious pavements and recycling in parks, overgrown vegetation in the public way, leaf blower noise level enforcement and the proliferation of double utility poles.



DPW Forum

DPW Day

In May the Town celebrated National Public Works Week with the annual DPW Open House at the Municipal Service Center. Over 500 third graders participated in the field trip. The Open House continued through the day with over 500 families in the community touring the facility. Each Division within the Department of Public Works set up stations to demonstrate their role in the community. The annual event gives school children the opportunity to interact with DPW employees and equipment, provides education on a variety of plants provided by the Parks division, as well as the opportunity to learn about what's under the street and where the water and waste travels with the Water and Sewer Division.



Students react to the Water & Sewer Camera

The children learned about composting and how to plant. Each child received a plant to bring home.



Students take home a plant



Check out the Big Truck!

The Open House extended through the day for all Brookline families. The children had the opportunity to view many different kinds of equipment and trucks used by the DPW.

HIGHWAY, SANITATION AND FLEET SERVICES DIVISION

The Highway, Sanitation and Fleet Services Division is structurally divisible into four independent, though cooperatively functioning units:

- I. The **Highway Unit**
- II. The **Sanitation Unit**
- III. The **Fleet and Facility Services Unit**
- IV. The **Traffic Systems Unit**

I. Highway Unit

The Highway Unit is responsible for the maintenance of more than 220 lane miles of asphalt roadways and 150 miles of sidewalks of varying surface types. During 2013, Highway continued its effort to make intermediate repairs to roadways and sidewalks in an effort to preserve their surface integrity for the safety of the public and to keep them clean and more aesthetically appealing. The Unit continued its program of working in conjunction with contractual services to accelerate the replacement of sidewalks in areas of the Town where pedestrian traffic is heaviest and the sidewalks are in an advanced state of deterioration. In addition to the surface repair of streets and sidewalks, the Highway Unit is responsible for the public pathways, municipal and school parking lots, paved play areas, along with other roadway appurtenances including curbside benches, litter baskets, fencing, and guardrails as well as clearing of snow, sand, leaves, litter, graffiti, and other unwanted debris from public ways and facilities.

HIGHWAY STATISTICS

Bituminous Concrete placed	782 tons
Concrete Sidewalk placed	6,831 square yards
Leaves collected	3,503 tons
Street sweeping	1,007 tons
Waste Concrete, Asphalt & Gravel	3,346 tons
Snow Storms / Events	17
Snow Accumulation	75"
Household Hazardous Waste Day	1,225 participants

Pavement Markings

All locations of pavement markings throughout the Town were put into the GIS mapping program and into our Cartegraph work order system.

Sidewalk Replacement

As in the past several years, the Highway Division continued with sidewalk replacement. The Town Highway crews placed a total of 759 cubic yards for 2013. The replacement remains stable through training, cross-training, sound equipment and a dedicated workforce. The ability to sustain this level of productivity is based on funding to purchase concrete and maintaining existing manpower levels.

Employee Training

In 2013 Highway trained ten employees in work zone safety. This training is to insure the safety of our employees and residents while maintaining that construction on the public way is safe at all times.

Recyclable Concrete and Asphalt

The disposal of waste roadway materials (asphalt and concrete) generated by roadway and utility repairs has resulted in annual expenses for hauling the material off site. Over the past several years, the Highway unit has begun a program to recycle these waste materials into useable processed gravel for reuse as base material for sidewalks and backfill for utility trenches thereby avoiding both disposal costs and the expense of purchasing new material.

II. Sanitation Unit

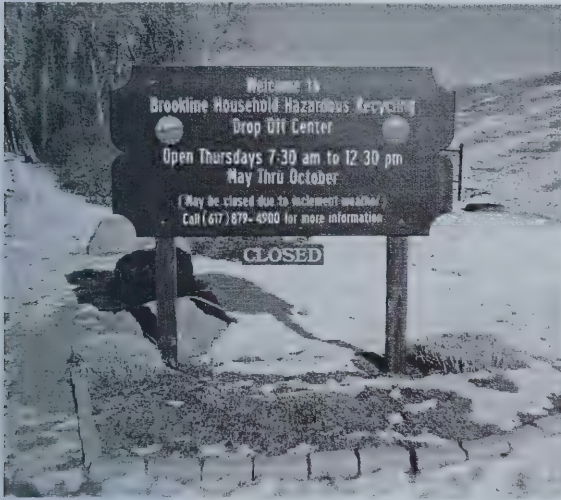
The Sanitation Unit is responsible for the collection and disposal of municipal solid waste for 13,271 customers and a recycling and recovery program that includes the annual collection of residential household hazardous wastes.



Solid Waste Advisory Committee

Recycling Program

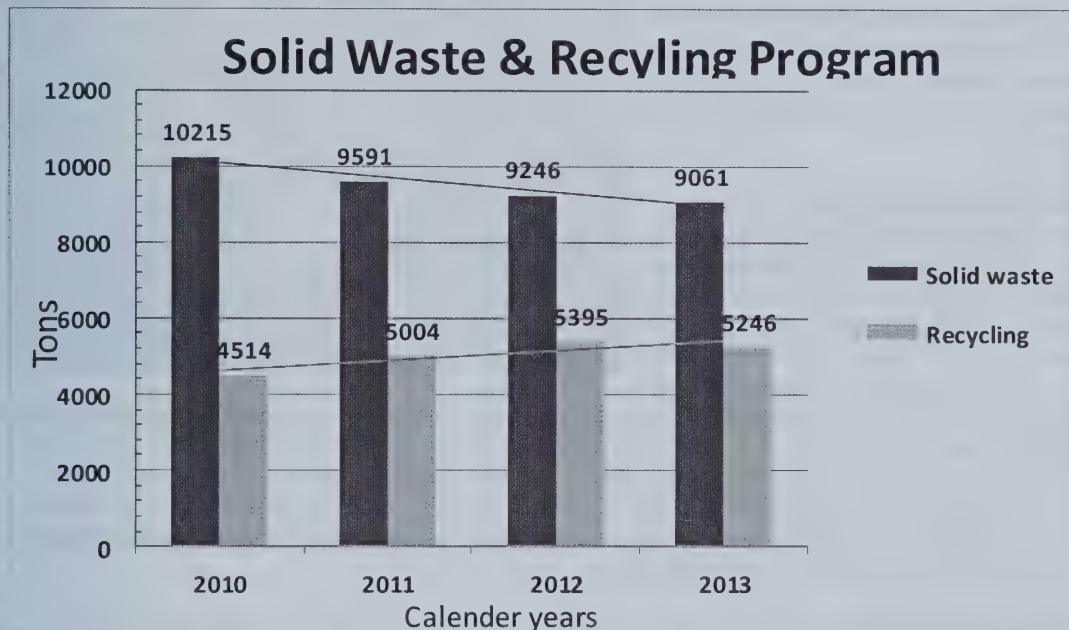
Since the implementation of the single stream recycling program in 2010, recycling has seen an increase of 20.2 % in 2013 while solid waste has decreased by 11.9%.



Household Hazardous Waste

The Sanitation Division continued offering the weekly household hazardous waste drop-off center. The center, located at the Transfer Station, is open to residents every Thursday from May through October.

The DPW designated areas at Town Hall, the Health Center and the Municipal Service Center for year round collection of Compact Fluorescent Lights (CFL), batteries and cellphones



SOLID WASTE CODE ENFORCEMENT PROGRAM

SOLID WASTE COMPLAINTS REC'D (APPROX.)	405
INSPECTIONS / REINSPECTIONS	1,800
SOLID WASTE WARNINGS ISSUED	1,561
SOLID WASTE TICKETS ISSUED	1,695

TICKETS RESULTING IN COURT ACTION

TOTAL NO. OF TICKETS PAID	12
TOTAL AMOUNT COLLECTED IN FINES	\$1,450
NO. OF WASTE HAULERS PERMITTED	43
WASTE HAULER PERMIT FEES COLLECTED	\$17,110

SNOW ENFORCEMENT

Complaints	10
Warnings	25
Fines	11
Paid	11
Unpaid	0
Dismissed	1

III. Fleet and Facility Services Unit

The Fleet and Facility Services Unit is responsible for the acquisition, inventory, inspection, maintenance and disposal of all mechanized Public Works equipment, with the exception of the Water and Sewer Division. This Unit also maintains and inspects all other automotive / truck equipment within the Town, except equipment operated by the Fire Department. In addition, this Unit assists in the administration of the Town's taxi licensing and inspection program, as well as the routine physical maintenance of all Department of Public Works buildings, including garages, offices, and storage facilities town-wide.

Employee Technician Training

A strong and continued emphasis on technical training has benefited the Fleet Services Unit enormously. By utilizing vendor and manufacturer relationships, technician training has been increased at minimal or no cost to the Town. The increase in training hours to 120 hours has directly improved technician efficiency and productivity.

**Employee Technician Shifts**

The Fleet Maintenance Section continued to operate in two work shifts. This enabled the Section to better serve the needs of all departments. Operating in two maintenance shifts during the day has allowed us to complete 758 preventive maintenance work orders. This also improved response time to breakdowns and drastically reduced vehicle downtime.

Taxi Cab Inspections

In conjunction with the DPW's Transportation Division and publicly appointed Transportation Board, 374 bi-annual taxi cab inspections were completed.

IV. Traffic Systems Unit

The Traffic Systems Unit is responsible for the maintenance of traffic signals, parking meters, pavement markings, ornamental and utility street lights, fire alarm boxes, signs, and graffiti. In total, this inventory is comprised of approximately 1,120 individual signals, 3,600 street lights, 1,883 parking meters, 27 multi-space meters, 28 school zone warning lights, 8,000 signs, 229 master fire boxes, 302 street fire boxes, 100 miles of over head wires, and pavement markings on more than 200 lane miles of streets throughout the Town. Along with daily, weekly, and monthly maintenance routes, the Unit executed work orders issued by the Transportation Division for regulatory sign installation, pavement markings and parking meter modifications. New to this Unit's responsibility is the maintenance of 27 multi-space meters and the installation and maintenance of 88 LED cobra head street lights.

Traffic Signals

Maintenance continued of the signalized intersections, flashing beacons and school zone flashers.

Street Lights

Maintenance continued of street lighting, including ornamental, park, path and standard street lighting, totaling over 4,000 lights. 649 street light work orders were completed in 2013.

All Street lights owned by the Town were updated in the GIS program, listing location and type of street light. This was a necessary step in the future conversion to light emitting diode lights (LED), which save on energy and monthly costs.

The Highway Division successfully through capital improvement and the RFP process secure a contract to replace 3,600 town-owned street lights in the next four years. On average, with Town personnel, we will replace 900 fixtures a year.



Parking Meters

The maintenance and repair of 1,883 parking meters and 27 multi-space meters is a daily function of the Traffic Systems Unit. As a result of the recommendations of the Town Administrator's Parking Meter Task Force, the Unit began the conversion of curbside multi-space meters to credit card-enabled single-space parking meters in Coolidge Corner, JFK Crossing, Washington Square and Lower Beacon Street. In addition, all parking lots and reservations are being converted to "pay-by-space", using existing multi-space meters with additional meters added to improve customer convenience.

Signs and Pavement Markings

The Town continued to upgrade street signs, stop signs and poles to meet current Manual of Uniform Traffic Control Devices (MUTCD) standards of text size and retro-reflectivity. The Traffic Unit completed 36 work orders from the Transportation Division (90 sign total) and repaired or replaced 698 signs due to knock-downs or fading. The Traffic Division has worked with the Engineering Division on a program to standardize pavement markings throughout the town. Part of the program is utilizing new marking products like 3M inlay tape and logos.

Events & Special Tasks

In conjunction with other departments, the Traffic Systems Unit plays a major role in the planning and executing of several major events throughout the year (Boston Marathon, Brookline Day, Walk for Hunger) and several minor events. Placing and removing all flags and banners on poles throughout the Town for different Town or private events is a common task.

Fire Alarm

Maintenance continued of fire alarms, including master boxes, street boxes and 100 miles of cable wire.

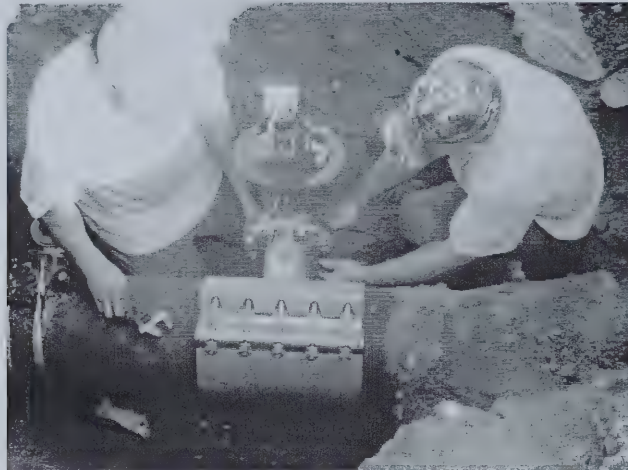
WATER AND SEWER DIVISION

The Water and Sewer Division operates and maintains the Town's water and wastewater systems consisting of 355 miles of piping and appurtenances that provide the entire population with reliable drinking water, for both domestic use and fire protection, and for the collection of sanitary sewage and storm water drainage. The operation of all three systems is accomplished in strict accordance with all federal, state and local laws, ordinances and regulations to promote the health and welfare of the community.

Under the leadership of the Director, the Division's administrative staff efficiently and courteously handles all water and sewer business functions, including payroll, accounts payable, licensing, permitting and customer relations. Over 2,000 requests for information and assistance and nearly 40,000 utility service invoices are processed annually. Over 1,500 billing complaints and inquiries are investigated and resolved. In the past year, Division staff has serviced and processed 48 applications for Licensed Drain Layers and issued 74 permits for repairs to sewers and drains.

Components of the water distribution system include over 135 miles of cast iron and ductile iron pipe, 2,027 line valves, over 1,500 fire hydrants, 10,800 service connections, and a 1.67 million gallon water

storage facility. During 2013 the Division installed, repaired or replaced 195 service pipe connections, repaired 35 service and main leaks and repaired or replaced 68 fire hydrants. In addition, the Division conducted 51 fire flow tests yielding \$12,750 in revenue. Emergency response was provided for 532 service requests and 482 complaints were investigated and resolved for water quality, pressure, and leakage problems. The Division purchased 2,014.5 million gallons of water from the Massachusetts Water Resources Authority (MWRA), representing an increase of 6.7% over 2012. Water and Sewer recorded an average daily usage of 5.519 million gallons and a maximum daily usage of 7.166 million gallons. The maximum flow week occurred from 7/15/13 to 7/21/13, where 48.991 million gallons of water were consumed. Retail water and sewer sales generated \$18.8M in revenue.



Employees Repairing a Water Main Break

In 2009 the Division implemented a Water Main Uni-Directional Flushing Program as recommended by the Department of Environmental Protection (DEP). This program has been ongoing for the last several years, and as of 2013 we have completed one entire cycle of Town-wide flushing. The Water Main Flushing Program is an effective method of improving drinking water quality for residents and businesses, and is an integral component of a water utility's distribution system maintenance program.



The Division's Cross Connection Control Program, established in 1989 pursuant to the Drinking Water Regulations of the Commonwealth of Massachusetts, has inspected all high and moderate-to-high risk facilities throughout the Town. 1,982 violations were identified, requiring the installation of 1,801 backflow preventer devices on irrigation systems, fire sprinkler systems and high hazard plumbing systems. Annual testing of these devices by Division staff is mandated by the State of Massachusetts regulations and yielded \$86,200 in revenue in 2013.

The wastewater collection system is made up of 104 miles of separated sanitary sewer pipe with less than one mile of combined sewer. The Town recently completed a major sewer separation project in the lower Beacon St. area, which eliminated approximately six miles of combined sewer and drain pipes. Presently the Town's average wastewater flow is 9.91 million gallons per day.

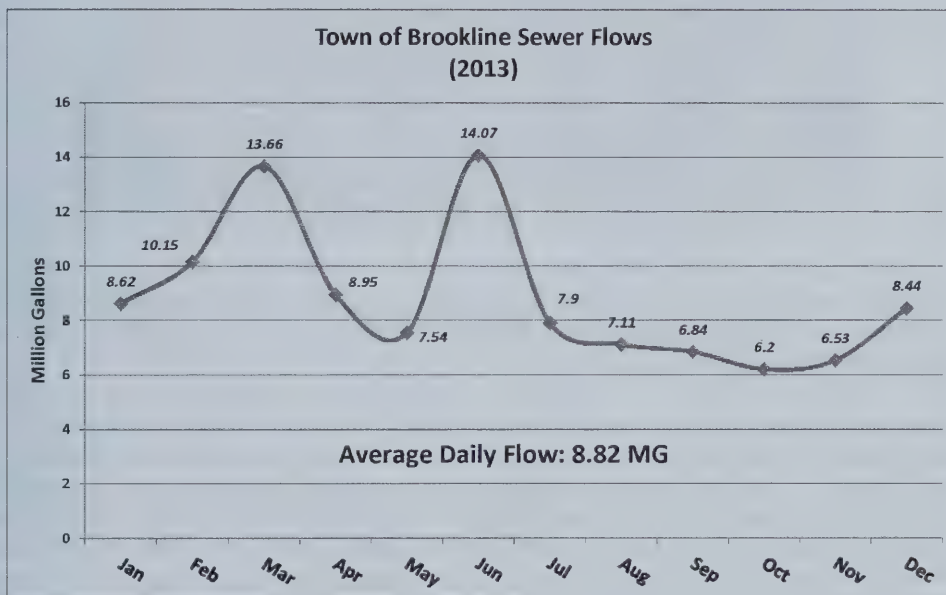
The second system comprises 101 miles of storm drains that collect runoff and roadway drainage from 3,296 catch basins and discharge through twelve drainage districts to the Muddy River, Saw Mill Brook, Stony Brook, and the Charles River. The major parts of both systems were constructed between 1880 and 1930 and include pipe sizes from 6" to 150" in diameter.

During 2013 emergency assistance was provided for 186 requests involving broken, plugged or backed up sewers and drains, as well as the repair of 35 blockages. Structural repairs were made to 102 catch basins, sewers and drain manholes. 2,237 catch basins were cleaned generating 1,000 tons of sand sediment and debris.



Catch Basin in Need of Cleaning and Repairs

Representation to the Massachusetts Water Resources Authority (MWRA) was provided by Jay Hersey of the Engineering Division, who serves as the Town's designee to the MWRA Advisory Board. In addition, Andrew M. Pappastergion, Commissioner of Public Works, is an elected member of the MWRA Board of Directors serving in his sixth consecutive three-year term representing the 61 cities and towns of the Metropolitan Boston service area.



In July 2011 The Water & Sewer Division implemented a new rate structure for the billing of water and sewer. An ascending block rate was established to bring more equitable cost distribution among customers. A water and sewer charge for public buildings and a fire service charge were introduced. The new base charge, which is based on the size of the house meter will cover approximately 31% of the Division's fixed operating and debt costs.

PARKS AND OPEN SPACES DIVISION

The Mission of the Parks and Open Spaces Division is to develop a clean, green, safe, accessible and well maintained network of parks and open spaces for both passive and active recreation that preserves the historic integrity and cultural significance of Brookline's landscape.

The Parks and Open Spaces Division, in conjunction with the Parks and Recreation Commission, Conservation Commission, Tree Planting Committee and Walnut Hills Cemetery Trustees, is responsible for the design, development, maintenance and management of over 600 acres of public open space,

comprised of 38 parks and playgrounds, four sanctuaries, 10 public schools, land around 15 public buildings, five public parking areas, two cemeteries, 41 traffic islands and over 11,000 street trees throughout the Town. The Division implements an aggressive maintenance program on 24 multi-use playing fields, a safety inspection and repair program for playground structures at 22 parks and 10 schools, and ongoing maintenance, painting and repair at 25.5 basketball courts, 32 hard surface tennis courts, and one set of six clay courts. The Division is responsible for seasonal preparations, horticultural improvements, litter pick-up, trash collection, leaf removal, turf restoration, carpentry and fence repairs, as well as snow and ice removal during the winter months. In addition, the Division maintains a full-sized outdoor skating facility (the Jack Kirrane Ice Skating Rink) at Larz Anderson Park.

New Employees to the Parks and Open Spaces Division

The Brookline Parks and Open Spaces Division is proud to welcome new Operations Manager, Michael Bartlett, Parks Administrative Assistant, Jessica Zarni, and General Foreman, Greg Paulk. Each of these individuals comes to the Town with a wealth of knowledge and dedication to public service and park facilities.



L-R: Greg Paulk, Jessica Zarni, Michael Bartlett

Parks, Schools & Public Grounds

The Parks and Open Spaces Division provides renovation, maintenance and repair of all play equipment, park furniture, walkways, landscaping and fixtures in the Town parks, school grounds and public grounds. The following highlights 2013 projects:

Fisher Hill Reservoir Park

In February 2011, the Town closed on the purchase and sale of the MWRA Fisher Hill Reservoir property with the state Division of Capital Asset Management. This capped a ten-year planning process that culminated in setting the goals for the property, establishing that it be a scenic amenity and public park that incorporates an athletic field, passive recreation and open space, and preservation, treatment, and/or reuse of the historic gatehouse (the gatehouse is on the national and state Registers of Historic Places), and that the design be compatible with the neighborhood's history and character.

Following a lengthy public process, the Parks and Recreation Commission approved the final park plan and project priorities and add-alternates in 2013. The Town secured additional funding to assist implementation of the preferred design with the awarding of a Parkland Acquisitions and Renovations for Communities (PARC) grant from the state Division of Conservation Services in the amount of \$400,000,



Fisher Hill Reservoir Park

and the Town Meeting approval of an additional \$1.2M of capital funding to complete the project. In June 2013 a preservation restriction was approved and executed for the historic gatehouse. Near the end of the year, the design consultant Klopfer Martin Design Group completed final construction bid documents, and the construction contract was awarded and executed to Argus Construction Corp. with construction to commence at the beginning of 2014.

Waldstein Playground and Eliot Field/Warren Playground

The public design review process for both the Waldstein and Eliot Parks is now complete, with a total of nine and eight public meetings respectively. Construction bid packages are being prepared and will be bid upon in February 2014. Work is anticipated to start at Waldstein Playground spring 2014 for the park improvements. The Eliot playground improvements will commence in the late spring/early summer, and the ballfield improvements are to begin mid-summer in order to accommodate use of the fields in the spring. Considerations for both parks include accessible walking paths, new play equipment and water recreation areas, places for socializing and quiet reflection, and multigenerational activities. Work at Waldstein Playground will address improvements to the tennis courts and basketball court, the comfort station, and the ball field, with special focus on easing the drainage problems. Improvements at Eliot Playground/Warren Field will provide new opportunities for socializing and play, with emphasis on maintaining the open and “rustic” character of the park. In both parks the goal is to balance built improvements with the green character that is so well loved.

Clark and Billy Ward Playgrounds

The renovation of Clark Playground was completed fall 2012, and a well-attended celebration was held in the spring of 2013. It was a beautiful warm day, and many families were there to play on the new equipment and in the splash pad. Food and drink were provided, as well as music, and it was a pleasure to see this formerly under-utilized park being enjoyed by so many. Improvements at Billy Ward Playground are approaching completion, with hand and guardrails being the only outstanding items of work. Improvements for both parks include new accessible path systems, new play equipment meeting federal safety standards, new water play features with updated connections to sanitary sewer lines, ornamental fencing, new site furniture, improved irrigation, and plantings to buffer views and provide ornamental interest. New signature features at Clark Playground include a social gathering space with café tables at the front of the park, a renovated and somewhat reduced basketball court to mitigate noise and allow space for screen plantings for the immediate neighbors, and a new and exciting play structure incorporating a variety of play opportunities within its spherical stainless steel frame. At Billy Ward Playground, design features include retention of a part of the existing stone house foundation into a play

area for two- to five-year-olds, a climbing wall, expanded lawn areas distributed throughout the park, and a much improved and welcoming entrance from Brook Street.



Clark Playground Grand Opening Celebration

The Muddy River Restoration Project

On October 10, 2012, the Muddy River Restoration Project Groundbreaking Celebration was held in the Back Bay Fens in front of the Landmark Center. The Muddy River Project is an essential part of the ongoing effort to rehabilitate the Emerald Necklace park system. The rehabilitation is guided by *The Emerald Necklace Environmental Improvements Master Plan* and the *Muddy River Flood Control, Water Quality, Habitat Enhancement and Historic Preservation Project*. This overarching effort includes improvements at Charlesgate (completed in 2005), as well as the Back Bay Fens, Riverway, and Olmsted parks.

Project Background: In the late 1800s, the renowned landscape architect Frederick Law Olmsted worked with engineer Alexis French to create a park that would also serve as a flood control channel. They called the project the Muddy River Improvement and, by linking it to ponds upstream and the Fens downstream, created part of the historic Emerald Necklace Park System. During a massive rain event in 1996, the Muddy River overtopped its banks and the park couldn't contain the flood. Stormwater filled MBTA tunnels and Kenmore station. Hospitals, schools, businesses and homes were damaged. It became clear that the cumulative effect of 100 years of changes meant that the Muddy's once-effective stormwater control system could no longer do its job. The neighborhood had been covered by buildings, roads, and sidewalks that shed water into the river. The river itself had been narrowed by undersized culverts (pipes) and the invasive vegetation that grew along the banks. Sediment from roadway runoff and eroding banks had reduced capacity even further.

The City of Boston and Town of Brookline worked in collaboration with the Commonwealth of Massachusetts and U. S. Army Corps of Engineers to develop a comprehensive program to restore the Muddy River. Funding for the \$92 million effort comes from the Army Corps, the Massachusetts Office of Energy and Environmental Affairs and its Department of Conservation and Recreation, Boston and Brookline. The U. S. Army Corps of Engineers designed the Muddy River Project to reduce flood damage and improve ecosystems. At the same time, the project will restore an historic landmark, expand habitat areas and improve access through the park system. The first phase of the project is well underway and involves installation of 10 foot by 24 foot culverts to carry the Muddy River under the Riverway and Brookline Avenue, realignment of the traffic pattern around the Landmark Center including removal of the jug handle road, and daylighting of the Muddy River in the areas in front of the Landmark Center and between Brookline Avenue and Avenue Louis Pasteur. ("Daylighting" means taking a river that has been

put underground in pipes and opening it up to the daylight once again.) The work completed in 2013 included execution of final construction contracts, the mobilization for construction efforts was completed, the relocation of existing utilities out of the construction zone, and the excavation and installation of the first segment of the new culverts and associated foundations to support them. The work in both phases – opening the river and dredging and removing invasive plants - improves habitat and lets the river convey more rainwater.



Parks and Recreation Commission

L-R: Lisa Paradis, John Bain, Nancy O'Connor, Jean Stameris, Antonia Bellalta, Dan Lyons, Erin Chute
Gallentine Absent: Jim Carroll, Clara Batchelor

Brookline Bikes Beacon and Community Celebration of our Parks

For the fifth year in a row, the Parks and Open Space Division collaborated with the Bicycle Advisory Committee in hosting a Community Celebration of our Parks at Amory Park, following the annual Brookline Bikes Beacon bicycle parade. The successful event included live music, free ice cream and other refreshments, bike safety checks, and displays by local organizations

Summer in the Parks Outdoor Movie Series

The Parks and Open Space Division continued its popular tradition with the *Brookline's Grand Slam Summer: 2013 Movie Series* at the Devotion School Field. The family-friendly theme celebrated our national pastime, with onsite baseball clinics before the movies including "Everyone's Hero", "The Sandlot" and "Field of Dreams."

Summer Sundays at Olmsted Park

The Parks and Open Space Division partnered with the Emerald Necklace Conservancy and the High Street Hill Association to host and support two free events at picturesque Allerton Overlook adjacent to the Muddy River – Musicians and Friends of the Longwood Symphony Orchestra and Boston Opera Collaborative.

Green Dog Program Accomplishments

In 2013, a record 1,330+ residents and 143 non-residents enrolled in the Green Dog off-leash program. The Town also issued 2 Commercial Dog walker licenses, and 29 guest passes. Park visitation by Green Dog members was very high, and Rangers confirmed regular overall compliance with program rules and regulations. Since January 1, 2013, the Rangers responded to a wide array of issues, ranging from general inquiries on how to register, to complex issues involving parties using Green Dog areas during Green Dog hours without a permit. The Rangers also responded to several dog bite incidents and investigated reports of aggressive dogs, coordinating with the Animal Control Officer to ensure that dogs were both licensed and had been properly vaccinated. Overall, the Green Dog members seemed pleased with continued communication from the Town regarding program updates and minimal off-leash hour suspensions due to permitted events, field conditions, and maintenance.

Park Ranger Accomplishments

In 2013, Rangers continued patrolling parks and open spaces, informing guests of park rules, collecting park usage information and identifying or completing maintenance tasks to improve visitor comfort and safety. The year saw the addition of two new seasonal Rangers, and one returning Ranger stationed at Larz Anderson Park. In the sanctuaries, the Rangers continued trail maintenance for enhanced accessibility. To ensure proper stream flow, they also cleaned out debris from the Babbling Brook in Olmsted Park, and the Sawmill Brook in D. Blakely Hoar sanctuary. Rangers continued to remove invasive plants park system wide, and dealt with goose complaints at the Brookline Reservoir and Larz Anderson parks. Rangers also led or participated in a diverse array of stewardship and learning opportunities for local residents and school groups, including multiple cleanup efforts at Reservoir Park, Dane Park, and at each of the sanctuaries. Along with various volunteer activities, Rangers facilitated projects for the special education program at the High School and led activities at the library and Soule Recreation center, as well as other events like the Wag-A-Thon, Parking Day, Storywalk and Brookline Bikes Beacon. The Rangers were also actively involved in the re-interpretation of Larz Anderson Park and are equipped and eager to start giving tours in 2014. Similarly, Rangers created new interpretive profiles for each of the Sanctuaries in the hopes of offering a choice of learning opportunities for different interests/age-groups. Finally, the Rangers produced short interpretive films for D. Blakely Hoar Sanctuary, Lost Pond Sanctuary, Halls Pond Sanctuary and Dane Park; all of which are available to view on the Town's website.

Throughout the year, the Rangers served as liaisons and advocates for the dog owners, athletic groups, playground visitors, and abutters who visit Brookline's parks and open spaces, and strived to build interdepartmental relationships to help advance the mission of the Parks and Open Space Division.



Brookline Ranger, Brandon Schmitt, leads group of volunteers at Brookline Reservoir Park

School Ground Improvements

In 2013, the Division continued to provide for the maintenance of and improvements to all of the landscaped areas and playgrounds at 10 public school buildings. In the summer, trees on the school grounds were inspected and a program of pruning and removals was completed in August to address health, structure and safety issues. The play equipment was inspected and repairs were made to all equipment and safety surfacing throughout the district. Litter and trash were removed daily from the school grounds, and an aggressive program of weeding, pruning, cutting and raking was maintained. In the winter months, functions included snow removal from walks, steps and the drives on the school grounds.

The Division supports the maintenance, restoration and grooming/lining of all athletic fields to support the school and town athletic programs.

As part of the Town's general field management program, the Athletic Field Crew:

- Prepared baseball/softball fields using 10,000 lbs of white marble line marker.
- Laid out and painted soccer, football, lacrosse, and outfields using 1,295 gallons of marking paint.
- Continued the soil improvement program with the application of carbon based fertility materials.

In addition, the Division seeded Soule Upper Field at the end of the season and installed three large field turf blankets. The turf blankets should provide early spring seed germination and green up of the areas covered. This allows the Division to improve turf surfaces in one of the few times of year the fields are not in use.

The Division supported the Building Department in landscape design solutions for the proposed build out at the Lawrence School and new perimeter fencing was installed at the playground. New concrete walkways were installed at the Pierce School, a new planting design for the front of the Baker School playground and dedication area were installed. Division staff supported the Heath, School and Building Department to resolve major erosion and landscape problems associated with site construction. The Driscoll School athletic field and the New Lincoln athletic field were rested for three months over the summer. New court games were painted at several of the schools, and new garden beds were installed in partnership with school programs. The Division is also continuing to help keep school grounds clean by installing new solar powered trash receptacles/ compacters at several of the schools.



Baker School Landscape Improvements

Brookline in Bloom

In 2013 the Parks Division used a combination of 15,000 flowering annuals, 200 perennials, 250 colorful fall mums and 42,000 spring flowering bulbs throughout the Town's parks, playgrounds, libraries, town grounds, school grounds, medians, traffic circles and islands and cemeteries. As part of the continuing outreach program, school children from each school learned about different bulbs and how they grow from the Town's Environmental Educator. Each child then helped plant bulbs around their school with help from the Parks and Open Space Division's horticultural crew.

In October of 2013 the Parks and Open Spaces Division's horticultural crew participated in the wonderful project called "BOSTON STRONG MARATHON DAFFODILS". Each Town along the Marathon route from Hopkington to Boston was given 'Yellow Daffodils' to install to form a ribbon of yellow color. The Town of Brookline received 10,000 bulbs as part of the project, and they were added to the 8,500 bulbs already scheduled to be planted along Beacon Street from Cleveland Circle to Saint Mary's MBTA station at the Boston line. The outpouring of community spirit and wonderful volunteers that showed up for the two-day planting effort was outstanding.

Forestry

The goal of the Forestry Division is to preserve and maintain all shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Division provides for the safety of all public ways and grounds through the removal of dangerous limbs and trees and is responsible for replacing trees that are removed. The total number of trees under the jurisdiction of the Division is reported as more than 50,000. Included in that total are over 11,000 public street trees. The Division continues to utilize and update its street tree inventory, which includes information on tree species, size, condition and health, and management needs. The overwhelming citizen interest in tree preservation continues in Brookline. The Division continues to work with interested citizens, businesses and environmental advocacy groups to enhance the care of the urban forest.

In 2013, the Town was pleased to receive a Tree City USA Award from the National Arbor Day Foundation for its care and stewardship of the urban forest. Brookline has received Tree City USA recognition for the past 25 years. Because this was a milestone year Brookline was pleased to host the awards ceremony for this event with the Massachusetts Department of Conservation and Recreation. On June 5th communities from all across the state gathered at Wheelock College on Hawes Street for an all day forum capped off by the distribution of the Tree City USA awards to each of the communities who met the standards set by the Arbor Day Foundation. As a component of the celebration the day was capped off by a tour of the nearby Longwood Mall and the planting of a new European Beech that was purchased in partnership with the Longwood neighborhood to begin the process of replacing a large Beech that we lost due to Beech Canker.

Tree Planting

The Town continues to strongly support the tree planting program, and generally plants more trees than are removed each year. In 2013, approximately 160 trees were removed, and over 280 trees were planted. A wide variety of trees are planted to insure that species diversity is maintained. Species diversity helps in protecting the town's urban forest from attack by a single disease or pathogen, such as Dutch Elm Disease, Hemlock Woolly Adelgid, or the Emerald Ash Borer. Arborist Tom Brady spent time with the kindergarten classes at the Runkle School talking about the importance of trees and how to care for them.



Arborist, Tom Brady, with Runkle School Students

The three-member Tree Planting Committee, established in 1886, supervises the selection, planting and removal of all street trees in Brookline. Hugh Mattison is the chairman of the Tree Planting Committee and is joined by Nadine Gerdtz and Brandon Schmitt, who was appointed in 2013 to fill a vacancy. Mr. Schmitt's work as an International Society of Arboriculture Certified Arborist with the City of New York brings a wealth of knowledge to the group in planting public trees, which will surely add to the discussion when the Committee completes its annual review of planting locations throughout Brookline. Mr. Schmitt is employed by the Parks and Open Space Division of Brookline as the Park Ranger.

Asian Longhorned Beetle

The Asian Longhorned Beetle (ALB) is an invasive pest that grows and reproduces within healthy and stressed deciduous hardwood tree species, such as maple, birch, horse chestnut, poplar, willow, ash and elm, and eventually kills the host tree. The ALB was discovered near the Boston/Brookline boundary in 2010. Federal and local officials continued to survey and inspect trees in the area throughout 2013 and have not found additional infestations at this time, however, the ALB is still a significant concern for Brookline. We are hopeful that the survey will be completed in the coming year so that the quarantine may be lifted. In addition to working with the U.S. Department of Agriculture, Department of Conservation and Recreation, and City of Boston to address this threat, the Town continues to temporarily assist with some woody debris collection within the regulated quarantine area in Brookline, and is providing educational resources and encouraging the public to look for the ALB and report any possible sightings.

Conservation

The Brookline Conservation Commission is responsible for the administration of environmental laws and policies, open space protection and management, water management and preservation of natural features of the environment. The Commission administers and enforces the Massachusetts Wetlands Protection Act and the Brookline Wetlands Protection By-Law through its review of permit applications and issuance of Determinations of Applicability, Orders of Conditions, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program. It initiates and helps guide studies concerning open space, water quality, flooding and other aspects of local environmental quality. It prepares and oversees implementation of the Town's Open Space Plan and manages conservation areas owned and conservation restrictions held by the Town. The Conservation Commission seeks and administers grants to support the Town's environmental protection efforts, and guides many volunteer maintenance and improvement activities.

Conservation Restrictions

The Conservation Commission is committed to preserving and protecting open space, and continues to seek appropriate opportunities to protect environmentally valuable land with conservation restrictions, which have many benefits for the community and landowners. The Conservation Restriction Policy, approved in 2009, significantly assists in implementing these restrictions. For more information, click on Conservation Tools at www.brooklinema.gov/Parks/Conservation.

Open Space Plan 2010

The Open Space Plan is a document that guides open space planning in the Town, and is required by the State Executive Office of Energy and Environmental Affairs. The Conservation Commission, along with the Parks and Open Space Division, is responsible for updating the plan every five years and overseeing its implementation. In 2013, the Commission continued to implement the plan, focusing on actions related to unprotected open space, green corridors, watersheds and infrastructure, habitat and wildlife, accessibility and climate change. For more information, click on Open Space Plans at www.brooklinema.gov/Parks/Conservation.

Cemetery

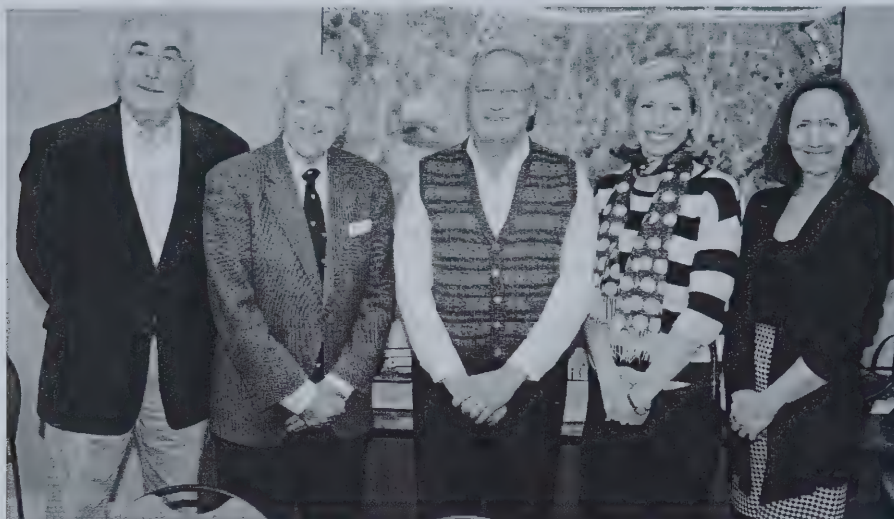
Walnut Hills Cemetery

Ledge Meadow

Ledge Meadow at Walnut Hills Cemetery is fully constructed, surveyed and available for sale, adding approximately 1,400 new sites for burials and cremations. The design for the new area was developed by the Halvorson Design Group through a public process led by the Parks and Open Space Division and Cemetery Trustees. The design incorporates a low ridge as the central spine for the area, with a path and seating areas along the top, accented by ornamental plantings. An adjacent level lawn area holds a dramatic arrangement of dark polished granite memorial walls for inscriptions. Funding for this project came from a combination of tax dollars and the use of Cemetery Trust funds.

The initiative of the Division to improve the maintenance and management of the Walnut Hills Cemetery has resulted in an increase in the dignity, tranquility and overall appearance of the cemetery. 2013 saw the addition of three new Trustees, Robert Cook, Richard Leary and Gerry Hayes and the resignation of Abbe Cohen and Donalda Hingston, who ably served the Cemetery for many wonderful years. Town staff and the Cemetery Trustees are referencing the Master Plan for the Walnut Hills Cemetery as their guiding

document for improvements. Signage was installed to help slow vehicular traffic, and a significant portion of the roadway that was in poor condition was replaced.



Walnut Hills Cemetery Trustees L-R: Gerard J Hayes, Richard Leary, Robert Cook, Erin Chute Gallentine, Joslin Ham-Murphy

Old Burying Ground

Cook Fence Rehabilitation

With generous support provided by the Friends of the Old Burying Ground, the Parks & Open Spaces Division embarked upon the rehabilitation of the historic cast-iron fence surrounding the prominent Cook family plot in the 18th century cemetery. The 12-sided fence, a regular dodecagon in geometrical shape, with stone posts and elaborate castings dating from the middle of the 19th century, is remarkably rich with Christian symbols of mortality. A team of iron and stone conservators coordinated by the contractor, All Star Historical Cast Iron Restoration, anticipates successfully completing the installation of replicated granite posts and rehabilitated cast-iron fence segments in the Spring of 2014.



Historic Cook Fence Pre-Restoration

Tomb Stabilization

Spearheaded and funded by the Parks & Open Spaces Division, the preparation of construction documents is well underway for the stabilization and restoration of the historic masonry crypt and mound tombs in the Old Burying Ground. The Division put in place temporary bracing efforts during the year, and carried out the removal of significant trees whose root systems threatened the tombs' brick vaults and granite facades with imminent failure. Structures North, the consulting engineering firm specializing in historic cemetery architecture, is charged with completing the project plans and specifications, and fully anticipates bidding the project for construction starting in Spring of 2014.



Old Burying Ground Crypts

Please visit www.brooklinema.gov/parks for updates throughout the year on our parks and open spaces system, technical resources, projects, programming and events.

ENGINEERING AND TRANSPORTATION DIVISION

The Engineering and Transportation Division of the Department of Public Works (DPW) is charged with the management and administration of town infrastructure, as well as the design and implementation of the vast majority of Public Works items contained in the Town's Capital Improvement Program (CIP). Town infrastructure would include surface facilities in the areas of all public right-of-ways, such as roadways, sidewalks, traffic signals and parks, as well as those facilities that lie underground, for example, storm drain/sewer systems, water supply lines, and traffic signal/street lighting conduits. CIP projects range in type from roadway reconstruction, to sewer separation, to landfill reclamation efforts.

In order to effectively manage both the diversity and complexity of infrastructure issues for which the Division is responsible, administrative programs and project undertakings are assigned to one of two disciplines: Engineering or Transportation. While it is inevitable, and largely by organizational design, that these two sectors should frequently overlap, the Engineering Section is fundamentally concerned with issues of civil and environmental engineering, while the Transportation Section is devoted primarily to transportation planning and traffic engineering.

ENGINEERING

Division Charges

Responsibilities of the Engineering Division are themselves divisible into four broad categories: 1) Permit Administration and Inspection; 2) Archival Maintenance and Reference; 3) Interagency Coordination and Oversight; 4) CIP Project Management and Engineering.

Permit Administration and Inspection

The Engineering Division oversees the issuance of Street Opening and Occupancy Permits, typically given to contractors working in public right-of-ways for utility companies, communication corporations, public authorities or private property owners. Construction work that would typically require such permitting can be either at the sidewalk or street surfaces, or require digging or trenching beneath these finished grades. Parks and school grounds also demand permit consideration.

The purpose of this permit process is both to protect the public infrastructure (property) of the municipality and to promote public safety. This permit system and associated database is actively maintained on the Town's network. The system does generate revenue through licensing fees, which serve to offset costs of oversight and administration. Division Inspectors, with the aid of a pre-application process, determine the type of work, associated charges and anticipated impacts to material integrity and traffic/parking conditions. In addition, Inspectors monitor the work and assure that restoration meets with Town specifications.

Sanitary sewer, storm drain and water supply connections are also within the permitting purview of the Engineering Division. Following application procedures, engineered plans and necessary documentation are submitted to Division personnel for review and subsequently, if recommended, for approval by the Director. Generally, these connection permits are associated with parcel developments, capacity and material upgrades, or maintenance when failures occur.

Archival Maintenance and Reference

The Engineering Division records and maintains plans of its water, sewer and storm drain systems, including individual parcel connections. In addition, plot plans or surveyed drawings, complete with bound locations, are maintained for all lands within the Town, whether public or private. These infrastructure and survey documents are kept in an extensive archive, copies of which are available to the public upon request. Along with records of property and Town-owned services, the Engineering archives contain construction plans for all Public Works projects, such as roadways, bridges and park facilities.

Interagency Coordination and Oversight

The Engineering Section coordinates directly with state authorities, such as the MBTA and MWRA, whose infrastructure is both located in Brookline and serves the community and/or its immediate region. Similarly, Engineering permits and supervises the maintenance, upgrade and installation of utility systems or communication networks, whether publicly or privately sponsored. Significant projects this past year were undertaken by the following State agencies or utility companies:

- BWSC
- MWRA
- National Grid
- NSTAR

In addition, Engineering works closely with the Massachusetts Department of Transportation (MADOT), both in administering state and federal transportation dollars for local projects through two programmatic vehicles: the State's Chapter 90 Reimbursable Roadway Funds and the State's Transportation Improvement Program (TIP).

The Chapter 90 program is a recurring annual state appropriation for municipalities, the amount of which will fluctuate annually based on the formulaic tabulation and legislative authorization factors. Approximately \$948,938 was allocated to Brookline in FY 2013 through the Chapter 90 program.

CIP Project Management and Design Engineering

The Division implements projects listed in the Town's CIP, which might entail project planning; feasibility studies; site surveys; design engineering; preparation of specifications and cost estimates; project advertising and bidding; contract execution; and construction administration and supervision. In this capacity, Engineering functions inter-divisionally, serving the professional engineering, architecture, landscape and surveying needs of each of the other divisions within DPW.

The following project briefs represent CIP items listed in Parks, Water & Sewer, Highway, Engineering and Transportation, and offer an overview of the Divisions' 2013 endeavors:

Engineering CIP

- **Roadway Reconstruction** – 4.7 miles of roadways were resurfaced or reconstructed, and represented ten local Brookline streets: Dean Rd., Princeton Rd., Rangeley Rd., Lee St., Clyde St. from Lee St. to Boylston St., Walnut St., from Cypress St. to High St., Babcock St., from Harvard St to Devotion St., Chestnut St. from High St. to Town line, and Kent St. from Aspinwall Ave. to Linden St.
- **Sidewalk Maintenance** – Approximately 5,041 square yards of cement concrete sidewalks, 1,190 square yards of cement concrete driveways and 234 square yards of accessibility ramps were replaced under the maintenance contract.
- **Roadway Maintenance** – 937 square yards of bituminous concrete repair (patching) was made to roadway defects and hazards, 396 square yards of bituminous concrete sidewalks were replaced, and 1.97 miles of roadway were micro surfaced.

- Granite Curbing – 88 linear feet of new granite curb was installed.
- Asphalt Berm – 281 linear feet of bituminous concrete berm (curb) was installed.
- Path Reconstruction – Clinton Path, Addington Path and Mason Path were reconstructed, which included repairing stairs, applying epoxy coatings, removing and replacing concrete walks, installing new catch basins, and repairing/painting metal handrails.
- Carlton Street Footbridge – This project is in the Transportation Improvement Program for FY 2016 as an element in the Congestion Mitigation and Air Quality (CMAQ) category in the amount of \$1,776 million. The Selectmen authorized final design costs for \$154,000.

Water and Sewer CIP

- MWRA - Construction started in fall of 2010 on the Phase Two portion of the lower Beacon Street sewer separation project. All the work involved with the installation of sanitary sewer storm drains and structures was completed by December 2013. The contract is in the process of being closed out.
- Town - Various sewer and drain improvements were undertaken at 11 locations. Work included sewer/drain line replacements (55' – 18", 25'- 6", 20'-15"), rebuild structures (31Ea.), install leaching basin (1 Ea.), correct illicit connection (1 Ea.), and install new drain inlet. Lined 6,719' of various size sewer lines with cast in place plastic liners.

Parks and Open Spaces/Recreation CIP

- Oversaw the completion of the reconstruction of Ward Playground. Advertised for proposals for reconstruction of Warren Playground.

NPDES Phase II General Permit for Small Municipal Storm Separate Sewer Systems

The DPW/Engineering Division is responsible for the preparation and implementation of the Town's Storm Water Management Program (SWMP). The DEP and EPA require a SWMP to contain the following best management practices:

- Public Education
- Public Participation
- Illicit Discharge Detection and Elimination
- Construction Site Runoff Control
- Post Construction Runoff Control
- Municipal Good Housekeeping

One illicit connection was identified, confirmed and corrected in 2013. The investigation will continue as outlined in the Town's agreement with the EPA.

Twenty-one applications were submitted for Stormwater Permits as required by the Town's By-Law, which addresses construction site runoff. As a result, 40 site inspections were made.

TRANSPORTATION

A Transportation Administrator, Traffic Engineer, and two Administrative Assistants staff the Transportation section of the division.

Duties of the DPW - Transportation Division staff include:

1. Providing technical support and administrative services to the Board of Selectmen, the Transportation Board, Bicycle Advisory Committee, Public Transit Advisory Committee, Town Administrator's Taxi Medallion Working Group, Brookline Police Department and other town departments;
2. Responding to resident inquiries or complaints regarding traffic or pedestrian safety, parking, and taxi operations;
3. Conducting safety improvement, traffic safety, and parking studies; as well as spot studies on the use and placement of traffic control devices and parking signage;

4. Overseeing the design of intersection and traffic signal improvement projects;
5. Managing the town parking system (metered and curbside parking spaces) and ParkCard program;
6. Administering the school staff, resident daytime, guest overnight, resident overnight, and commercial area employee parking permit programs;
7. Regulating the taxicab industry and limousine services;
8. Assessing the impacts of all major new development projects on traffic flow and parking.

Reorganization

Due to the increasing number of programs managed by the Division, in 2013 there was a separation of the administrative duties between two staff members. This reorganization created the Administrative Assistant – License & Boards position which is responsible for providing administrative support for the Taxi, Livery, and Valet license programs as well as performing the clerical work for the Transportation Board and their advisory committees. Joining the Division in 2013 to fill this new role is Michelle McComiskey, who previously worked for the Town in the Building Department. Michelle is a native of Ireland where she received a Bachelor's degree in Business Studies from the Galway Mayo Institute of Technology. Her positive attitude and friendly demeanor have improved the resident interaction with the Division and have won praise from many Town Meeting Members and other officials.



Michelle McComiskey

Transportation Board Meetings

The Transportation Board, a citizen body of six appointed by the Board of Selectmen, is charged with oversight of the Town's Traffic Rules and Regulations. The Board meets on a regular basis to review and adopt traffic and parking policies, to review and approve various license applications, and to act upon recommendations for traffic safety and parking improvements identified by town residents and Division staff. During 2013, the Board conducted 13 public meetings and hearings at which they took action on over 100 traffic, parking, taxi, and other items under their jurisdiction.



Transportation Board

Program Administration

The Division staff administers the resident daytime parking permit program, the overnight guest parking program, the overnight resident parking program, the commercial lot permit parking program, the commercial meter permit parking program, the commercial on-street permit parking program, and the temporary parking permit program as well as regulating the Valet, Taxi, and Livery industries. It also evaluates and acts upon, with the approval of the Transportation Board, all requests for handicapped parking and valet parking spaces.

In 2013, the Division:

- Issued 2,759 resident daytime parking permits;
- Issued 617 commercial daytime on-street parking permits;
- Issued four Taxi Dispatch Licenses, 12 Taxi Business Licenses, and 183 Hackney Certificates;
- Issued two Public Automobile for Hire Business Licenses;
- Issued two Jitney Licenses;
- Issued Valet Parking Licenses for three eating establishments;
- Issued 3,821 Temporary No Parking/Tow Zone signs to residents and/or contractors to assist during moving or construction periods;
- Issued 4,159 temporary parking permits to residents and others who suffered conditions that qualified them for short-term exemptions to the two-hour daytime and overnight parking time limits;
- Managed the resident overnight parking program that now encompasses 309 off-street parking spaces in 12 locations, renting an average of 166 overnight parking spaces each month;
- Issued 124 commercial meter hang-tags to 79 businesses for employee parking in Brookline Village, and 80 parking permits for employee daytime parking in the Coolidge Corner commercial district lots;
- Issued over 300 school teacher and staff daytime parking permits for the Runkle, Pierce, Devotion, and Maimonides schools.

Parking Meter Management

The Division staff, working in concert with the Highway Division assumes primary responsibility for managing the 2,417 parking meter spaces located curbside and in the off-street parking lots within the commercial areas. Currently the Town utilizes three meter types to provide the best possible service to the users of our public parking supply. In the parking lots we utilize the Digital Multi-space Meter on a pay-by-space system. In our busiest commercial districts, the Town has deployed the curbside IPS single space meter which accepts credit card payment and, in the remaining 1,500 spaces, the Town continues to use the POM single space meters, which accept coin payment only.

Traffic Signals

Both the design of new traffic signals and the operation (phasing and timing) of existing traffic signals fall under the purview of the Transportation Division. Traffic counts and speed monitor data are also routinely gathered to provide information necessary for traffic signal design or modification. In 2013 Transportation staff worked with the Massachusetts Department of Transportation (MassDOT) and the City of Newton on the new traffic signal timings throughout the Boylston Street corridor as a result of the Chestnut Hill Square development in Newton.

Taxi Regulation

The licensing and inspection of all taxicabs and limousines operating in the Town of Brookline falls under the jurisdiction of the Transportation Division and Transportation Board.

As required under the Brookline *Taxicab Regulations*, the entire operating fleet of 185 taxicabs successfully passed a semi-annual inspection conducted by the Highway Division. Upon recommendation of the Division, the Transportation Board and the Police Department's Hackney Division took action to protect the residents of Brookline by strongly enforcing the vehicle safety requirements that our taxi fleet must meet during these inspections.

Division staff continued to spearhead a Town Administrator's Working Group, which is creating a comprehensive review of alternative taxi licensing systems and received a vote from the Board of Selectmen to convert the taxi industry to a medallion based system in 2014. This conversion will provide for an updated fleet, property rights for the owners, and financial benefits for the Town.

Parking Regulation

Transportation Division staff is always seeking ways to minimize the conflicts between automobiles, pedestrians and bicycles. The safe flow of traffic on the streets of Brookline is of the highest priority. Economic development and safe traffic flow also depend upon clearly delineated parking areas and adequate signage. During 2012, and as warranted by specific neighborhood safety concerns, the Transportation Board and Division staff authorized a total of 29 sign work orders that involved the

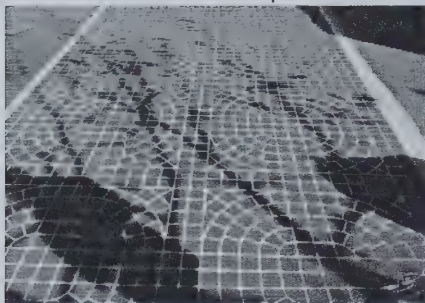
installation or removal of approximately 250 new or modified traffic control signs, parking restrictions, or pavement markings. This includes the installation of over 60 parking directional signs throughout the Town to help motorists find available parking spaces in Town-owned parking lots in support of our commercial merchant community.

Pedestrian & Motor Vehicle Safety Improvement Program

Our in-house staff and on-call transportation consultants perform area-wide safety improvement studies in response to traffic volume, speed or parking conditions that might contribute to unsafe vehicular, bicycle, or pedestrian movements. Neighborhood associations or residents living on a particular street will typically initiate such requests for a traffic calming study which is then prepared and approved by the Transportation Board following a lengthy public process.

In 2013 Division staff worked with residents from the Woodland Road and Heath Street area to develop a safety improvement plan for the intersection of Woodland Road at Heath Street near the new Chestnut Hill Square development. This new intersection design improves safety by slowing vehicle turning maneuvers and creating two new crosswalks for safe pedestrian movement. Staff also oversaw the construction of previously approved safety improvements plans along Carlton and Colchester Streets including the installation of three new crosswalks to facilitate safe pedestrian crossing and worked with the Massachusetts Department of Conservation & Recreation (Mass DCR) to alter the improvements of

Horace James Circle to alleviate traffic congestion along West Roxbury Parkway.



New Crosswalk Treatment

Staff also continued to examine, at the request of the Board of Selectmen, new crosswalk treatments to enhance pedestrian safety at high demand pedestrian crossing locations. These new treatments are expected to increase pedestrian safety via driver recognition of changes in pavement colors, decrease maintenance costs over time, and increase aesthetic value compared to normal crosswalks using paint.

Bicycle Infrastructure Design & Construction

In response to Brookline's continued desire to be environmentally friendly and design facilities that reduce our carbon footprint, the Transportation Board and the Division staff have made it a priority to build a multi-modal transportation network that encourages alternative modes of transportation instead of personal automobile trips. In order to encourage more citizens to use bicycles to travel throughout the Town, and to connect regional bicycle routes, a safe network of routes must be designed and constructed.

In 2013 Division staff oversaw the installation of previously approved "sharrows" (Shared Lane Arrows) and bicycle lanes on Beacon Street, Cypress Street, Carlton Street, Chapel Street, Clyde Street, Colchester Street, Harvard Street, Lee Street, and Washington Street. Staff also oversaw the installation of contra flow bicycle lanes on Essex Street, Dudley Street, Ivy Street, and Park Street as well as the Town's first bike box on Chapel Street at its intersection with Longwood Avenue. Finally, staff developed, and the Transportation Board adopted, new bicycle regulations which clarify the cyclists rights and responsibilities as they travel along the public way within the Town.



Dudley Street Contraflow Lane

Staff also conducted studies and drafted plans on three bicycle improvement projects which will be constructed in 2014 including new bicycle lanes, sharrows, and bike box on Beacon Street as well as bicycle lanes and sharrows on Cypress Street and School Street. Finally in 2013, staff worked with the Planning Department to expand the bike sharing program's presence in Brookline. Two new Hubway stations were located in Washington Square and JFK Crossing along with the existing stations in Coolidge Corner and Brookline Village.

Public Transportation Improvements

In 2013 staff oversaw the completion of a three-year public process to improve the MBTA Route 66 Bus which travels through the Town along Harvard Street and provides connections to Harvard Square in Cambridge and Dudley Station in Boston. This route has the second highest ridership in the entire MBTA system with over 14,700 users each day. Improvements were funded with state and federal grants and included stop consolidations and relocations; installation of shelters and benches; new signs and pavement markings; and new trash receptacles to increase user friendliness and increase service. It is estimated to save an average user seven minutes per trip, which equals 1,715 commuting hours per day saved.

Support of Green Community Status

In 2011 the Town was awarded a Green Community status by the Massachusetts Department of Energy Resources in recognition of our resident and Town staff's commitment to reducing our energy usage and improving our carbon footprint. Transportation Division staff have been a partner in this process developing plans and overseeing construction projects to develop a multi-modal transportation network that encourages alternative transit modes. In 2013 this work included

- Continued implementation of policies and projects to encourage safe cycling and walking to reduce congestion caused by motor vehicle use;
- Releasing a RFP to convert all Town-owned cobra head street lights to high efficient LED fixtures over a four year period;
- Advocating for increased efficiencies in our public transportation systems; and
- Testing new permeable pavement applications in public parking lots.

Recreation Department

Lisa Paradis, Director

Brookline Recreation's mission is to enhance the quality of life through enriching experiences which support the Brookline Community in developing and maintaining healthy lifestyles. We endeavor to provide opportunities for young people, adults, and senior citizens to live, grow, and develop into healthy, contributing members of our community.

One of the proudest moments in 2013 was the Department's second year sponsoring "Brookline Day", which was a celebration of Brookline and the community. On Sunday, September 22nd, thousands of



Bobbing for Donuts



"ROAR!"

residents packed Larz Anderson Park's athletics fields to enjoy a day filled with food and activities, including live music, "Touch a Truck", pie eating contests, inflatable rides, balloon artists, and a bungee jump. Over 100 of Brookline's businesses were represented at booths. To begin the day, Brookline Recreation hosted the first ever "Brookline Day 5K," in which over 300 runners participated.

The Recreation Therapy Division continues to expand its inclusion programs and services, and has hired additional part-time staff to assist in program delivery. One of the most visible programs is the Brookline Chapter of the Special Olympics of Massachusetts (SOMA), where hundreds of athletes and dozens of volunteers are involved in six different competitive sporting events. This year, Brookline Recreation Therapy was instrumental in streamlining Brookline's five individual SOMA programs into one large and functional SOMA chapter. This has proven to be immensely successful for the athletes, families, and volunteers. The Brookline Recreation Therapy LEADS (Leadership Education and Workforce Development for Students) program completed its first year, with six students taking part. The program has been instrumental in helping special needs students between the ages of 19-23 with job skill training and job placement.

Recreation's Program Division began a community-wide Baseline Concussion Screening program in January 2012, open to all Brookline youth aged 11 and older. With youth athletes sustaining concussions at epidemic rates across the country, Brookline has initiated a program for athletes to establish a baseline brain function level, so that if a concussion is suspected, the youth athlete's physician can treat it accurately and allow enough time for recovery before resuming participation in sports. Continuing these efforts, Recreation created a policy that mandates all permitted user groups verify that coaches and volunteers have completed the CDC Concussion Online Training.





Youth Soccer grew to 1200 players each season, and has thrived under the recent restructuring to function more effectively with Brookline Soccer Club, and to bridge the consistency gap between the two programs. The addition of part-time coordinators has allowed for consistency of curriculum, coaching and refereeing during games. Brookline's Joel Noe Basketball program has grown to 370 players with over 32 teams, and the travel program has grown to 189 player, with 19 teams. High School Basketball has increased from 6 teams containing 72 players in the previous year to 10 teams with 100 players in 2013.

The Summer Day Camps have expanded and now enroll more than 800 Brookline children aged five through 12 over three campuses. Inclusion services continue to be offered at all camps throughout the Recreation Therapy Division. This year, we are proud to have initiated a summer lunch program in partnership with Brookline Public Schools Food Services, making our dream of allowing all children to access to healthy lunches year round a reality. Environmental and swim specialty camps rounded out the offering for families during the summer months.

The Soule Early Childhood Center continues to support the families of Brookline by offering full service, year round child care services, and it is now in its 40th year. Through a continued partnership with Lesley University, international teacher groups from China and Israel visited the school to observe and discuss early childhood topics. Several Chinese preschool teachers stayed in the Boston area and observed Soule for two weeks in the summer. The center expanded to three full day preschool classrooms in the fall of 2013.

The Robert T. Lynch Golf Course at Putterham Meadows experienced an increase of 1,360 rounds over the previous year. In total, golf revenues increased by \$75,000 during the year, as compared with the previous year's revenues.



On the course, several construction projects were completed including a complete renovation of Hole #10 and the #11 fairway drainage. The second phase of the dredging of the creeks on holes #14-18 was completed in late winter as well, allowing for much improved course conditions throughout the season.

The Aquatics Division has experienced continued growth in the swim lesson program, with a record number of enrollees in both group and private lessons. The Brookline Dolphins enrolled over 200 swimmers competing in the metro west swim league, and continues to be a powerhouse in competitions.

Brookline Recreation continues to enhance its social media presence, and has over 1,000 followers on Facebook, Twitter and Instagram. Additionally, the Business division sends out monthly e-newsletters to all 12,000 members of our database, in addition to publishing a program brochure sent out to 27,000 households three times per year. Brookline Recreation remains proud of the cost recovery and financial strategy that is the cornerstone of its business practices, and allows for thoughtful and informed management decisions.



Public Schools

William Lupini, Superintendent



*Back L-R: Abby Cox, David Pollak, Helen Charlupski, P.H. Benjamin Chang, Barbara Scotto, Rebecca Stone
Front L-R: Susan Wolf Ditkoff (Vice Chair), Bill Lupini, Alan Morse (Chair)*

The Public Schools of Brookline include eight PK-8 elementary schools, Brookline High School, a comprehensive high school for grades 9 through 12 and an early childhood center. As of December 2013, there were a total of 7,366 students enrolled in our eight elementary schools, Brookline High School and in pre-school programs across the district.

Twenty-seven percent of these students have a home language other than English, speaking 44 different primary languages. More than 600 students are English language learners who are served by English learning programs in their schools. In addition to English, the largest language groups represented by the student body are Japanese, Korean, Hebrew, Chinese, Spanish and Russian.

The Public Schools of Brookline continue to be among the highest performing and most respected school systems in the United States. Brookline students are accepted at highly competitive colleges and universities in numbers that are significantly higher than most other school districts.

Brookline is at the forefront of providing quality public education to its residents. However, our stakeholders believe that successful school systems and organizations only remain high performing when they strive for continuous improvement. Therefore, we have many initiatives currently underway in the system to ensure that Brookline will remain at the forefront of education in the Commonwealth and nation.

Mission Sataement

Our mission is to ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society.

CORE VALUES

- High Achievement for All
- Excellence in Teaching
- Collaboration
- Respect for Human Differences
- Educational Equity

Ten Year Vision

The Public Schools of Brookline
Dynamic, Collaborative, Equitable
Engaged with the Community
Contributing to the World

Strategic Plan

A dynamic school system operates in the present while focusing on its potential for the future. The Strategic Plan of The Public Schools of Brookline (PSB), adopted by the School Committee in January 2009, provides a catalyst for our future educational endeavors and a blueprint for documenting our system's continued success. Specific goals and strategies for our system and schools are derived from our mission: "To ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and to succeed in a diverse and evolving global society."

The district's five-year Strategic Plan is currently undergoing a comprehensive review. The Strategic Plan Committee, an ad hoc committee of the Brookline School Committee comprised of School Committee members, parents, teachers and community members, has been meeting over the course of the year to discuss changes and revisions to the plan to provide a framework for the next five years. The Strategic Plan Committee also hosted several Parent and Community forums this year to solicit feedback on proposed changes to the plan. We look forward to sharing our updated Strategic Plan in next year's Annual Report.

Our priorities and definition of success are derived from four strategic areas of focus, which include:

Academic Excellence through Content, Pedagogy and Relationships

Goal 1: Increase the achievement of all students by creating learning environments that successfully balance content, pedagogy and student-teacher relationships.

Educational Equity

Goal 2: Eliminate achievement gaps with respect to race, ethnicity and socio-economic status and increase the achievement of students with special needs through individualized strategies and programs.

Thriving in a Complex Global Society

Goal 3: Prepare students with the intellectual, interpersonal and reflective skills needed to thrive in an increasingly complex and diverse global society.

Continuous Improvement Using Data

Goal 4: Foster a cycle of continuous improvement by using data to effectively examine system-wide programs and practices.

The Strategic Plan has become the operational framework for programmatic, financial, and pedagogical prioritization and planning in the Public Schools of Brookline. The PSB's Strategic Plan has already begun to inform processes such as budgeting, goal-setting for administrators and teachers, grant applications through community partnerships like the Brookline Education Foundation and the 21st Century Fund, School Council training and the development of School Improvement Plans to name only a few.

Further, we are actively engaged in identifying the measurable targets to enable us to gauge our progress toward meeting the goals set forth in the Strategic Plan. Through this well-developed and highly integrated approach, it is our intention to address all four goals in PSB's Strategic Plan.

Brookline School Population and Capacity Exploration (B-Space)

On January 8, 2013, the Selectmen formed the Brookline School Population and Capacity Exploration (B-SPACE) Committee. This committee was charged with gathering and analyzing data, and guiding a community discussion on programming and space planning to accommodate rapid and unabated enrollment growth and support the educational goals of the Public Schools of Brookline. In September of

2013, the B-SPACE Committee submitted their recommendations and on September 19, 2013, the School Committee took the following vote:

Brookline School Committee Proposals for Expansion

To address the space needs identified in the Capital Subcommittee's Recommendations, align with the PSB Strategic Plan and Vision, and preserve Brookline's commitment to excellence and equity, the School Committee adopts the following plan:

A. Accept the B-SPACE recommendation to maintain the present K-8 and 9-12 educational program configuration.

B. Accept the B-SPACE recommendations for "Expand in Place" as follows:

Devotion School renovated and expanded to accommodate 5 sections per grade with class sizes conforming to BSC policy, with target occupancy in September 2017.

Driscoll School renovated and expanded to accommodate 4 sections per grade, with class sizes conforming to BSC policy, with target occupancy in September 2018.

Lawrence School continues a modular addition of 4 classrooms (already planned and funded), to be ready for occupancy Sept. 2014.

C. Engage in further study regarding the B-SPACE recommendation to maximize the use, whether by efficiency and/or expansion, of Brookline High School. Begin a process immediately of analyzing the pedagogical and administrative implications of optimally serving up to 2,500 high school students in Brookline. This may include new or revamped programs, staffing and administrative structures, and facilities use. The plan and educational program for an expansion of high school capacity should follow a process of engagement and deliberation of options with current BHS faculty and students, the Brookline community, the School Committee, PSB leadership, as well as input from the research on current best practices in curriculum, instruction, and pedagogy for secondary schools. That process, to be completed during the 2013-2014 school year, will be led by the Superintendent and Headmaster, and will benefit from a consultant to help guide the research and constituent engagement. This process will take into account, but not be limited to, the options presented in the HMFH High School Concept Study.

D. Accept the B-SPACE recommendation to renovate/replace and expand the Pierce School after completion of other expansions.

Elementary Curriculum Highlights

English Language Arts – Literacy Program

Through high quality literacy instruction, the Public Schools of Brookline seeks to develop readers and writers who are proficient, productive, and engaged.

Brookline uses a comprehensive framework to describe the behaviors and understandings we expect to see at each stage of a student's development in literacy. That framework, correlated to the MA ELA Frameworks (2011), provides a guiding structure not only for instruction, but also for student assessment, teacher professional development, and curriculum renewal in the language arts.

We believe that students learn best when their instructional program is both coherent and integrated. To that end, Brookline seeks to integrate the instruction of reading and writing with that of the content areas, principally science, social studies, and mathematics. Students can therefore expect a daily instructional program that seamlessly interweaves their study of grade-level content with their learning in literacy.

As a measure of its commitment to equity in literacy learning, the Public Schools of Brookline employs a cohort of fully-licensed and highly-trained Literacy Specialists. These reading specialists offer support in two major areas: direct services to students who struggle with literacy learning and coaching to classroom teachers.

Math

The goal of Brookline's K-8 mathematics department is to provide a high-quality mathematics program whereby we meet the needs of every student and require high expectations for academic excellence. We continually expand our repertoire of curriculum resources and instructional strategies to provide access

and equity to a diverse range of learners. We are in our fifth year of full implementation of the Think Math! curriculum program (K-5) and in our fourth year of full implementation of the IMPACT Mathematics curriculum program (Grades 6-8). We have also identified and developed common grade level (K-8) assessments that align with the Brookline Learning Expectations and the 2011 Massachusetts Curriculum Frameworks for Mathematics.

The K-8 mathematics department is committed to setting high expectations and supporting the needs of our diverse learners to reach them. In grades K-3, we integrate the Assessing Mathematics Concepts Series by Kathy Richardson into the curriculum. These assessments are used to diagnose what students know and understand about mathematics, and they provide intervention resources to support any identified learning gaps. To better support higher performing students who need greater challenges, we collaborate with the Enrichment Challenge and Support Department to develop extension menus for the Think Math! curriculum. Each year interested students in grades 5 and 6 from each school participate in three town-wide Math League competitions. Our student attendance at and participation in Math League events continues to grow. In grades 7 and 8, motivated mathematics students have the opportunity to prepare for and compete in the national MathCounts program and an opportunity to engage in the mathematics challenges available in class.

Science

Over the last few years, the PK-8 Science Department has begun updating the Science curriculum to incorporate the use of science notebooks, inquiry, and hands-on activities. Our goal is to provide engaging, rich opportunities that allow all students to develop a deep, enduring understanding of how to think and work as scientists, as well as key scientific concepts that will have real world connections/value for them throughout their entire lives. We encourage curiosity and hope that our students will become life-long learners, always eager to learn more about the world around them. As we develop new/revised units, we are also integrating with other areas of the curriculum and focusing on the use of higher order thinking skills (21st Century skills). Students will also be provided with opportunities to study the work of professional scientists and to learn how scientific thinking has (and continues to) change over time as new evidence is uncovered and new tools become available.

The new curriculum will also focus on teaching students to be stewards of our environment and responsible global citizens. In order to do this, we are weaving outdoor learning (using school gardens and Brookline's nature areas) into learning experiences for students of all ages.

Elementary World Language (EWL)

In January of 2009, following an override spending plan approved by the voters in Brookline, the Public Schools of Brookline implemented the Elementary World Language (EWL) program, bringing the study of world language to grades K-6 to complement world language instruction already in place for students in grades 7 and 8. The instruction is a content-enriched Foreign Language in Elementary Schools (FLES) curriculum and is based on the most current pedagogical research about effective approaches to K-6 elementary world language acquisition. Students have world language instruction three times a week: 20-minute lessons in Grades K-2; 30-minute lessons in Grades 3-5; and 45-minute lessons in Grade 6. Spanish is the world language offered in seven of our schools for grades K-6, while Mandarin is the world language offered in the eighth school for grades K-6.

Brookline's commitment to world language instruction reflects our awareness that Brookline students will be increasingly required to function in a multi-cultural, global society. The EWL program has three major goals:

- to acquire proficiency in speaking, listening, reading and writing in the target language;
- to acquire an understanding of and appreciation for other cultures; and
- to reinforce learning of the general curriculum content through the study of world language.

World language teachers advance the work of reviewing and revising our proficiency-based approach to world language instruction. They continue to develop curriculum and assessments for each elementary grade and now the middle grades as students have additional years of world language instruction. EWL teachers promote regular opportunities for students to build their cultural awareness and they continue to create engaging learning opportunities for students that are aligned with the grade level content.

The K-6 world language program will be fully implemented in the 2014-2015 school year and has met with widespread support from the greater school community. Brookline is committed to the innovative work of elementary world language instruction and is at the forefront of the important work of developing 21st century skills in our students.

Brookline High School

Brookline High School reflects the high value the Town holds for education, having established a tradition of extraordinary achievement and cutting edge innovation which has earned a national reputation. Serving 1765 young people, we like to say that we represent the whole world, and that we are a laboratory for the future of a global society. Students at Brookline High are from a multitude of races, nationalities, cultures, and socio-economic strata. Our students come from 76 nations and speak 57 languages. We are proud of our diversity; and we have simultaneously created great unity amidst the diversity, as our students pursue two common goals- academic success and exemplary citizenship.

In 2012, *Boston Magazine* ranked Brookline High in the top 15 High Schools in the Greater Boston area and *US News and World Reports* awarded Brookline High a gold medal, as one of the top 500 high schools in the nation.

High School Highlights

African-American Scholars Program (AASP)

The African-American Scholars Program at Brookline High School is designed to enhance the culture of high achievement among students of color. It is about helping Brookline High School reach its fundamental academic goal, an achievement profile that reflects the diversity of our student body.

The aim of the AASP is to increase the number of students inducted into the National Honor Society (NHS), improve scores on all standardized tests, such as MCAS and the SAT, and gain admission to some of the most selective colleges and universities in the nation. These goals will be attained by fostering scholarly identity, preparing students for the SAT, conducting bi-weekly Scholar Seminars, and organizing regular intellectual events.

Career and Technology Education

The Career and Technology Education Department offers courses in the following areas: Business/Finance and Information Technologies, Medical Careers/Human Development, Culinary Careers/Food Preparation, Environmental Technology, Integrated Construction, and Graphic Arts/Publishing.

The Career and Technology Education Department offers courses which allow students to explore occupational fields which will influence their educational and employment decisions. Enrollment in these courses offers opportunities for students who will pursue post-secondary education at either the 2 or 4-year level as well as students who will enter employment or the military upon graduation.

In addition to providing valuable career information and experiences, courses in Career and Technology Information are intended to provide transferable skills which are useful in both personal and employment situations.

The emphasis on technology in these courses, programs, and pathways is intended to reflect transferable skills, competencies and technological advancements which are important components of all career fields. The Career and Technology Education Department is committed to the integration of technology into all of its offerings.

Global Leadership

The Global Leadership Academy aims to provide students with the awareness, interpersonal skills, and knowledge needed for success in the 21st century. The academy was developed to meet the interests of students passionate about global affairs and intrigued by the possibility of one day becoming global agents of change. Brookline High School's own population reflects the twenty-first century's globalized society. Our students come from 69 countries and speak 44 different languages. To lead in the twenty-first century's increasingly interdependent world—a world in which different ethical and governing codes must constantly negotiate—requires global awareness, an ability to envision and coordinate a project,

and the capacity to harness necessary resources. Successful completion of the various components of the program leads to the opportunity to earn a Certificate in Global Leadership.

Steps to Success (STS)

Steps to Success (STS) is a 12-year-old, comprehensive educational achievement program that provides academic support and enrichment and year-round youth development activities for low income students.

Working with young people in Grades 4 through college, STS seeks to create educational equity and to help end generational poverty. Prior to Steps to Success, only 30-50% of students living in public housing matriculated to college. Now, with seven cohorts of STS high school graduates, over 90% of these students are accepted to institutions of higher education. Though nationally only 6-8% of the lowest income quartile of students graduate with their college degrees in six years (by age 24), 70-75% of STS college students are on track to graduate in that timeframe.

Operating both school and community-based programs, STS currently engages over 300 students and their families, most living in Brookline public housing. Program areas include after school enrichment; paid summer internships; early college awareness and preparation; and services for families such as free English classes, job resource/referral counseling.

The core of STS is its long-term relationship based mentoring model. STS staff Advisors work with students and their families throughout their school career. Advisors track student progress through a system of competency-based skill development, get to know families in their home and link them more closely with school teachers, administrators and resources.

Steps to Success has been recognized by the Nellie Mae Education Foundation with their "Catalyst for Change Award" in New England and is one of seven investment-worthy organizations profiled in a recent study by Root Cause on "College Access and Success."

System-wide Programs

The Public Schools of Brookline offer a number of programs to better serve the students of Brookline. Some examples are listed below. More information on all of these programs can be found on the school website (<http://www.brookline.k12.ma.us>).

English Language Learners (ELL)

The English Language Learners (ELL) program provides services to more than 600 students in grades K-12 whose primary language is not English and who are not yet proficient in English. The program provides support at each school, with services focused on children's English language acquisition, literacy development, and academic achievement.

The program's objectives are to:

- Continue development of Sheltered English curriculum, combining state benchmarks and outcomes with subject area content;
- Increase Sheltered English Immersion (SEI) professional development offerings for all teachers;
- Monitor English Language Learners' achievement on state and local assessments;
- Increase family accessibility to school and district documents and events through effective translation and outreach procedures.
-

Enrichment and Challenge Support (ECS)

The Enrichment and Challenge Support Program (ECS), formerly the Gifted and Talented Program, is a K-8 system-wide program that supports classroom teachers in providing challenging curriculum and extension opportunities for students who show a capacity for high levels of academic, intellectual and creative achievement.

The Public Schools of Brookline are committed to enabling all children to realize their full potential as learners. Brookline does not formally identify students as "gifted and talented" for placement in a separate program. We use a consulting teacher model, which means that the program's emphasis is on supporting classroom teachers in extending and enriching the Brookline curriculum in order to provide for academically and intellectually advanced students in the regular classroom.

Metropolitan Council for Educational Opportunity (METCO)

The Public Schools of Brookline is a charter member of the Metropolitan Council for Educational Opportunity (METCO), a voluntary integration program founded in 1966 which provides K-12 education for approximately 300 students from Boston. Students in METCO participate in all aspects of the academic and extracurricular life of the schools and are supported by the METCO Director and staff.

The program's objectives are to:

- Ensure high academic achievement for all students in METCO;
- Provide opportunities for student leadership;
- Collaborate with and support families in the Brookline METCO Program;
- Increase and maintain partnerships/collaborations between Boston families and Brookline families;
- Provide access to educational opportunities and resources/services unique to the Public Schools of Brookline;
- Celebrate and make public the accomplishments and successes of students in the METCO Program;
- Provide access to a range of educational opportunities beyond Pre-K-12 Public Schools of Brookline.

Special Education

Special education services throughout the district continue to address the needs of students with disabilities, between the ages of three and twenty-two, with a free and appropriate public education in the least restrictive environment. A wide range of services are provided to meet the individual needs of students, from academic support to related services in areas such as speech, occupational, and physical therapy. In addition, counseling and guidance services help students address issues of adjustment and social/emotional concerns.

Staff members continue to work closely with families in assuring that services needed are identified and provided to students in accordance with applicable mandates. A strong and positive relationship exists between district staff and the Special Education Parent Advisory Council to the benefit of the school system, students, and families.

Strong collaboration with general education staff is a concerted and deliberate effort to provide services to students in the most inclusive manner to benefit all students within the class setting. Consultation and professional development opportunities are provided to general education professionals, special education professionals, paraprofessionals and parents across the district. These efforts support students within the least restrictive environment and assist in developing consistency of best practice. Brookline provides a range of special education programs and services extending beyond those provided within the general education setting. Within the special education team process, parents, students and educators determine student needs and work collaboratively to develop individual education programs.

Program Review

The Public Schools of Brookline are committed to the continuous improvement of all programs and curriculum areas. In September of 2004, the Program Review process was established to provide a structure for an on-going, comprehensive, and rigorous examination of our programs with the goal of improving student achievement. Over the past nine years, all curriculum areas and several program areas have successfully participated in the Program Review process. Beginning in 2013, programs will start to re-enter the process for a second round. The process for the second round of Program Review will be adjusted to include a review of outcome data and measures for success gathered since the first round, and progress on the identified actions for program improvement.

The Program Review process involves four phases:

- *Phase I: Study* – Assess the current state of the program. Create a vision for the future. Determine areas of strength and areas for improvement and begin to plan how to address them.
- *Phase II: Plan* - Create a plan to address the areas for growth and improvement.
- *Phase III: Implement* – Put the plan (strategies/actions for continuous improvement) into place with sufficient resources and professional development.
- *Phase IV: Review* - Review the process. Check on the progress of the implementation plans. Collect data on the indicators of success.

The work of Program Review for each program/curriculum area is carried out by a committee comprised of teachers, parents, and administrators, led by the Director of Program Review and the curriculum/program coordinators for the program under review. Updates on committee work are regularly given to the Deputy Superintendent for Teaching and Learning. Reports on Phase I and Phase II are presented to the School Committee. All reports are published on the PSB website.

Program Review Schedule

All curriculum areas and several program areas are currently engaged in the Program Review process. Most programs are in the Implementation and Review phases of Round One of the process.

Round One, Phase II - Plan

- Career and Technical Education: began April 2012, completed in 2013.

Round One, Phase III/IV- Implementation and Review

- Visual Arts: began September 2007
- Science: began February 2008
- English Language Arts: began September 2008
- Physical Education/Health Education: began September 2008
- Social Studies: began September 2009
- Performing Arts: began January 2010
- Special Education Program: began March 2010
- English Language Learner (ELL) Program; began September 2010

Round Two, Phase I

- Enrichment and Challenge Support Program, began Winter 2013
- K-12 Mathematics: began Fall 2013
- K-12 Educational Technology: scheduled to begin Winter 2014

Brookline Adult & Community Education

Brookline Adult & Community Education, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond. A program of the Public Schools, BA&CE has close to 10,000 enrollments yearly and offers over 500 courses, lectures, and special events. The program provides enriching and educational courses to seniors, adults, high school students, **and children**. A broad menu of adult courses are offered that reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, Portuguese, and American Sign Language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures.

Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest. Each term, regular program offerings include arts and humanities, personal awareness, hobbies and music, dance and exercise, computers, **cooking and baking**, business and investment, and test preparation for various skill levels. Highly-qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople, therapists, chefs, doctors, professors, and professional educators. Each term, the program offers a **Lecture Series**, with topics and current issues such as desegregation, political elections, autism, aging services, and health and healing. The program also offers a number of stimulating special events that are co-sponsored with community organizations, including the **Frederick Law Olmsted National Historic Site, Brookline Community Aging Network, Brookline Recreation, Brookline Climate Action Change Committee, Friends of Jamaica Pond, and Town of Brookline MLK Celebration Committee**. Each year, in cooperation with the Brookline Department of Public Health, Brookline Council on Aging, The Brookline Human Relations-Youth Resources Commission, League of Women Voters of Brookline, and the Brookline Department of Veterans Services, BA&CE presents a Public Health Forum, hosted by former Massachusetts Governor Michael Dukakis.

During April and February school vacation, BA&CE offers SmartVacations, a program for children ages 5-12. Fun and educational activities include computers, drawing and painting, working with clay, cooking and baking, **yoga, animation, martial arts, soccer, and more.** *SmartSummers*, for students in grades K-6, offers an enriching summer experience and **half-and full-day** programs such as

Cybersummer for students who want to build their own websites; *Theater Arts* for children who love drama; **Action Science for children who like to experiment**; *Creative Arts* for those who want to experience the arts; *Cooking Creations* for children who like to learn about new cuisines; and *Bringing Books to Life* for younger students who want to read exciting stories and bring them to life through art, drama, and games.

On-going co-sponsored courses with various town agencies, such as the Council on Aging, **the Goddard House**, Brookline Health, Brookline Parks and Recreation, the Friends of the Performing Arts, National Park Services, the School/Community Partnership, and the Brookline Public Library continue to be mainstays of the program. Through its proud tradition of public schooling, the "business" of Brookline has always been education. Brookline Adult & Community Education builds on this tradition, expanding the concept of community education to serve the many diverse constituencies that make up the Brookline community. Its goal is to continue to bring the community together in its essential work—education for the improvement of the quality of life for all its members.

Library

James C. Flaherty, Director



2013 was another successful year for the Public Library of Brookline. As information technology continues to evolve, we are pleased to report that the Brookline Public Library has adapted to meet the educational, cultural and information needs of the community.

Service

Total circulation of library materials, at all three libraries, totaled 1,456,245 in 2013, an increase of 5,000 over the prior year. While a modest gain, circulation has increased more than 75% in the past ten years.

The Children's Department staff was busy in 2013, circulating 327,697 items and offering 540 special and regularly-scheduled programs. Between all three branches, we offered 337 story times, in addition to Friday Flicks at the Main Library and Coolidge Corner's sing-along, both of which consistently draw over 100 patrons on a weekly basis. In cooperation with the Children's Book Shop, we hosted five author visits, each of which attracted a large audience. We also continued to offer story times in French, Italian, Korean and Taiwanese. In cooperation with the Brookline Early Education Program, we offered a summer program specifically for the low-income families in Brookline. More than 380 children signed up for our summer reading program, which offered eleven themed programs attended by more than 1,600 children and caregivers.



Families gather for the Second Annual Fall Festival



Tee-off at the Library

We sponsored 451 programs for adults and 23 for teens, which together drew more than 5,000 attendees. In the spring, we again partnered with the Recreation Department to transform the Main Library into an 18 hole mini-golf course. On Saturday night, teens were also able to play video games and the 19th hole offered pizza and soda. The next morning, parents were able to tee off with their younger children. We participated in the second annual Brookline Day Celebration in September, at Larz Anderson Park.

The library utilizes a variety of social media to reach out to our patrons, including BrookOnline, Facebook, Twitter, Instagram, Google+ and Foursquare. These services allow the library to engage with the community, disseminate news and information in a timely manner, and highlight our wide array of programs and services through the sharing of pictures, video and how-to tutorials.

We currently offer 68 electronic databases, most of which can be accessed from your home computer or wireless device. Some are provided by the State, some by the Massachusetts Library System, and others through our membership in the Minuteman Library Network (MLN). MLN is a consortium of 43 public and academic libraries, who work together to enhance service for library users. During 2013, the library purchased subscriptions to AtoZ The World, Consumer Reports Online, TumbleBooks and Zinio digital magazines. In addition to these databases, the library also offers electronic resources for school-related research, reading recommendations, career guidance, personal finance, language learning, genealogical research and streaming video and music. We also provided 184 one-on-one training sessions for patrons, focusing primarily on how to download e-books from the library's web site.

Technology has been very helpful to us in facilitating the way in which our patrons can borrow materials from other libraries. In 2013, we borrowed 173,648 items for Brookline patrons from other members of the Minuteman Library Network. The tremendously varied interests of Brookline residents results in our being the second highest borrower of materials from other libraries in the state. Only Cambridge borrows more items from other libraries than does Brookline. At the same time, we lent 142,170 items, making us the second largest lender of materials to other libraries. Over the past ten years, the level of sharing amongst MLN libraries has increased more than 500%.

2013 marked the second year we were able to offer library service on summer Sundays. Circulation of library materials on summer Sundays at the Coolidge Corner Branch averaged almost 900 items per Sunday. While circulation of library materials was not quite as high as in the first year, this service is very popular with residents and will continue this summer.

Trustees and Staff

The Board of Library Trustees consists of twelve members, serving staggered three year terms. The Board sets policy and oversees the management and operation of the library system. Prior to the May election, Roberta Winitzer announced she would not seek reelection, after serving for 12 years on the Board. Among her other achievements, Roberta will be remembered as the driving force behind Brookline Reads. At the May Election, Michael Burstein, Jennifer Rees and Judith Vanderkay were re-elected and Puja Mehta was elected for the first time.



***Back L-R: Jon Margolis, Puja Mehta, Jennifer Rees, Regina Healy, Judith Vanderkay, Michael Burstein
Front L-R:-Gary Jones, Chuck Flaherty, Karen Livingston.***

In September, more than 40 people attended the dedication of a bench donated to the library in memory of former Trustee, Edith Sperber, who served for nine years on the Board.

Full time staff members work 37 hours per week, including evening, Saturday and Sunday hours. Educational backgrounds include English, history, literature, fine arts, biology, music and computer science, with 35 of the staff members holding Masters' Degrees in library science.

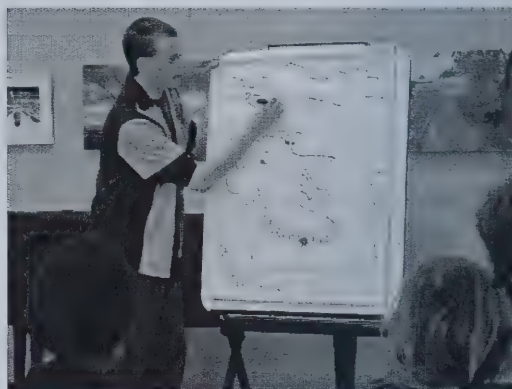
In the spring, Barbara Warner retired after 18 years of service. For the past 10 years Barbara served as the Putterham Branch Supervisor, a role in which she thrived.

She will be missed by both patrons and staff. In the fall, Kelly Unsworth was hired to fill the position. Kelly holds a Masters Degree from Simmons College, and worked as a Children's Librarian at the Morrill Memorial Library in Norwood for the past twelve years. Also in the fall, Catelyn Johnson left her position as a Library Assistant at Putterham to become Assistant Director of the Winthrop Public Library. Eileen Gallagher, a U Mass graduate and regular Putterham Branch patron, was hired to replace Catelyn. Batia Bloomenthal deserves special mention for serving as Acting Branch Supervisor over the summer, as well as handling the training of two new employees in the fall.

Friends

The Friends of the Brookline Public Library was established as an independent 501 (c) 3 corporation in 1981. Through an ongoing booksale, the Friends raise funds to supplement and enhance library services. They have sponsored a growing number of children's programs including; storytellers, musicians, magicians and other educational and entertaining programs at all three libraries. This past year, they also supported six "Brown Bag Lunch" programs. The Friends buy lunch, and a staff member leads a one hour presentation for his or her colleagues on an emerging topic in library science. ESL conversation groups, sponsored by the Friends, were attended by more than 2,000 citizens at all three libraries.

The Friends are always looking for volunteers to help with the events discussed above, as well as with other ongoing activities. Please ask for a brochure the next time you visit the library, or visit <http://friendsofthebrooklinelibrary.org>.



Noted children's author Tom Angleberger entertains with a drawing of one of his favorite villains

Brookline Library Foundation

The Brookline Library Foundation was incorporated in 1999 as an independent non-profit 501 (c) 3 corporation, whose initial purpose was to raise funds in support of the renovation of the Main Library. After contributing more than four million for the Main Library renovation project, the Foundation continues to raise funds through an annual mailing and its annual Winter Gala. The Gala was not held in 2013, as the Board considered alternative approaches to fundraising. By year's end, it was decided this event would return, in a slightly modified form in 2014. This year, the Foundation was one of four local charities to participate in Team Brookline. Five runners ran the Boston Marathon and raised \$25,000 for the library. The Foundation has made significant contributions to enhance the programs, services and facilities offered at all three branches. Foundation Funds were used to reupholster furniture at all three libraries and to present more than a dozen programs for children and teens. We would not be able to provide the level of service our patrons have come to expect, without the support of the Foundation.

Brookline Library Music Association (BLMA)

In this, its 61st year, the Brookline Library Music Association presented six free concerts, to the delight of almost 600 enthusiastic music lovers. As always, the concerts featured a wide variety of musical styles.

Facilities

It has now been ten years since the Main Library was renovated, and the facility is beginning to show a bit of wear. This year, with the help of the Building Department, we were able to replace the carpet in the most heavily used areas of the building. In addition, large portions of the interior were painted. Over the summer, the landscape between the Library and Town Hall was stripped away in order to waterproof the underlying parking garage. Unfortunately, this prevented pedestrians from accessing the library from that direction, and that disruption lasted into the spring of 2014. The Board has grown concerned that the Coolidge Corner Branch has not kept up with the facilities improvements we have been able to make at the other two libraries. In the spring, the Brookline Library Foundation commissioned a preliminary space study, which made a series of recommendations as to how the existing space might be reallocated to better serve our patrons. At the same time, the Waldo Street Area Study Committee identified the library as one of the local agencies that might be an appropriate occupant of space, should the three commercial parcels on the other side of Pleasant Street be redeveloped. The Board has requested funds in the FY 2015 Capital Budget to develop a formal building program. This document will spell out exactly how

much, and what type of space it will need, whether the library continues to occupy its current location or eventually becomes a part of a larger redevelopment project across the street. Such a document is needed if the library hopes to seek a state grant to help with any planned improvements.

Safety improvements were made to the driveway at the Main Library and new bicycle racks were installed.

Conclusion

I want to thank the library staff for continuing to provide a high level of customer service, in spite of an increased workload. Our collection is important, but it is the library staff that makes the organization what it is. I feel fortunate to lead such a bright, dedicated and hard working group of individuals. I also want to thank the Brookline Library Foundation and the Friends of the Library for their efforts. The Trustees and staff greatly appreciate the support the library receives from the Board of Selectmen, Advisory Committee, Town Meeting and other municipal departments. Most importantly, however, we want to thank the citizens of Brookline, who demonstrate how important they feel the Public Library of Brookline is by their ever increasing use of our services. We look forward to 2014.

Planning and Community Development

Alison C. Steinfeld, Director

The Department of Planning and Community Development is responsible for a host of planning activities and projects that are focused on preserving and enhancing the quality of life for residents by protecting and improving neighborhoods, defining and promoting appropriate economic development and safeguarding the amenities that make Brookline a desirable place in which to live, work and invest. Those activities include reviewing development and redevelopment projects, preserving the historic integrity of the community, protecting and promoting housing opportunities, strengthening and expanding the tax base through appropriate economic development, exploring grant opportunities, improving the Zoning By-Law, and administering the federally funded Community Development Block Grant and HOME Programs. The Department is also responsible for identifying provisions within the Zoning By-Law that warrant adjustments and exploring planning issues of importance to the community that protect the quality of life and the tax base. The Department provides professional and administrative staff support to the Planning Board, Board of Appeals, Housing Advisory Board, Economic Development Advisory Board, Preservation Commission, Neighborhood Conservation District Commission, Climate Action Committee, and a number of other Selectmen-appointed committees and task forces.

Administration

Alison Steinfeld was appointed Planning Director in July of 2013, replacing Kara Brewton who served as Acting Director for several months. Ms. Steinfeld, a graduate of Runkle and Brookline High, holds a Bachelor's Degree from Brandeis and a Master's Degree in City and Regional Planning from Harvard. She previously served as Director of Community and Economic Development for the Town of Framingham following tenures in the Cities of Waltham and Newton.

The Town and Planning Department are indebted to Ms. Brewton for the dedication, hard work and expertise she displayed in overseeing the department. Ms. Brewton, as well as the entire staff, was instrumental in creating a framework for an easy transition and welcoming environment for the new director. Ms. Brewton has resumed her position as Economic Development Director in a full-time capacity and has been able to focus on spearheading several major economic development projects and supporting our existing commercial areas.

Administrative support to the entire department is effectively provided by Linda Hickey and Derick Yung.

Planners focused a significant amount of attention on the proposed redevelopment of Hancock Village under Chapter 40B of the Massachusetts General Laws. Staff has coordinated two exhaustive responses to applications submitted by Chestnut Hill Realty to MassDevelopment for a project eligibility determination, provided staff assistance to Town Counsel in her preparation of a lawsuit against MassDevelopment and the Applicant, and coordinated the Town's review of the Comprehensive Permit Application. Extensive staff support to the Zoning Board of Appeals, charged with reviewing the Application, will continue through at least the summer of 2014. Working as part of a team consisting of representatives of the Building Department, Town Counsel's Office, and the Town Administrator's Office, the Planning Department is committed to protecting the historic attributes of the garden village community.

Regulatory Planning

Regulatory planning activities related to zoning, subdivisions, historic preservation and climate action are managed by Assistant Director for Regulatory Planning Polly Selkoe. The Regulatory Planning Division is staffed by Senior Planner Lara Curtis Hayes, AICP, Planner Tim Richard, and Preservation Planners Greer Hardwicke and Jean Innamorati. Anne MacIver from the Boston Architectural College served as a preservation planning intern.

Planning Division

The Planning Division provides staff support to the Planning Board, Design Advisory Teams, Zoning By-Law Committee, and Climate Action Committee; guides applicants through the special permit, variance, and design review processes; and represents the Planning Board at Board of Appeals hearings. The Division also prepares façade and sign design review reports for the Planning Board and conducts research to guide physical development in the town. Finally, the Division creates plans as well as seeks and administers grants related to climate action and sustainability.

Planning Board

Planning Board members, who are volunteer citizens appointed by the Selectmen, include: Chairman Mark Zarrillo, Clerk Linda Hamlin, Robert Cook, Steve Heikin, Steve Kanes, Sergio Modigliani and Jonathan Simpson.

The Planning Board makes recommendations to the Board of Appeals on all development proposals that require zoning relief; and reviews all proposed commercial signage and awnings, façade alterations and wireless telecommunication facilities. The Planning Board also convenes Design Advisory Teams and less formal “design groups” to evaluate the design aspects of larger projects, reviews the Town’s Capital Improvements Program and submits recommendations to Town Meeting relative to land use matters. Many Board members also serve as liaisons on other Town committees.

Development and Design Review

In the summer of 2013, the Planning Board appointed a Design Advisory Team (DAT) to review the third redevelopment proposal for 111 Boylston Street, often referred to as the “Red Cab site.” In the late fall, the Board of Appeals approved the proposal for a new 97,755 square-foot Hilton Homewood Suites hotel development; construction is expected to begin in 2014.



Homewood Suites Rendering

Another DAT appointed by the Planning Board worked with the development team for a mixed-use proposal including a hotel, residential units, retail, a restaurant and offices at the former Circle Cinema site in Cleveland Circle. Several changes were made to the design that minimized the impacts to the single-family homes south of the site on Clinton Road. This project, which is located in Boston and partly in Brookline, is on hold at this time.

The Planning Board reviewed a number of Board of Appeals applications for additions, conversions of existing dwellings for additional units and construction of new dwelling structures, including four new attached single-families at 82 Green Street and a new dwelling at 26 Weybridge Road. Of the more than 75 façade and design review applications the Planning Board received, some notable sites, which were

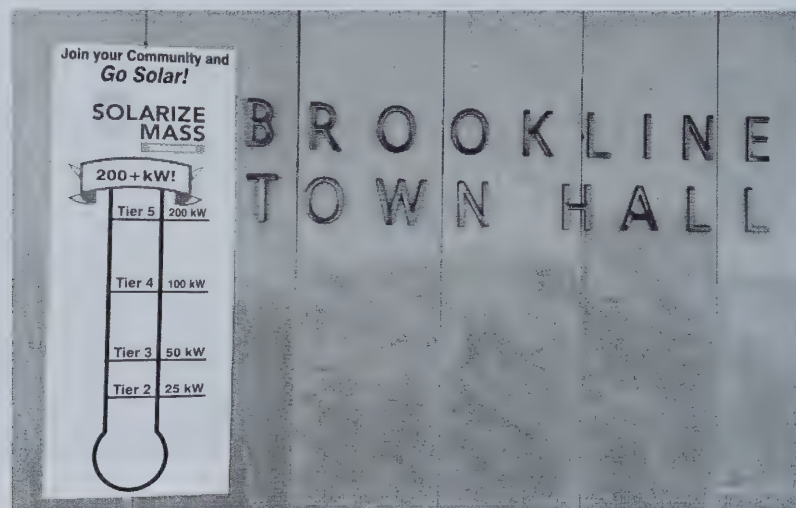
approved, were the new Brookline Bank at 2 Harvard Street, a new Dunkin' Donuts at 1659 Beacon Street, a new Whole Foods grocery store at 1026 Beacon Street, and a new restaurant, Fairsted Kitchen, at 1704 Beacon Street.

Zoning By-Law Amendments

Approved zoning warrant articles sponsored by the Planning Department included two medical marijuana amendments: one in the spring of 2013 establishing a temporary moratorium on medical marijuana treatment centers, and another in the fall allowing for such entities, also known as "registered marijuana dispensaries" (RMDs), in most business districts with specific restrictions. Other approved zoning warrant articles covered a wide range of subjects, including: modifying the "gross floor area" definition to ensure that multi-family and commercial buildings aren't penalized for having ceilings higher than 12 feet; allowing for 100 percent affordable lodging houses to have in-room cooking facilities; creating an administrative review process for new daycare centers; making corrections to the use table to ensure that no more than three residential units can be constructed on a lot in an F zone; requiring a special permit for attached single-family dwellings in T zones; requiring a special permit for detached domestic employee dwelling units that were previously allowed by right; and allowing modifications to the loading bay requirements by special permit.

Climate Action Committee

The Selectmen's Climate Action Committee (CAC), staffed by Senior Planner Lara Curtis Hayes, AICP, continued to work on climate and sustainability initiatives in 2013. The Regulatory Planning Division, in coordination with the CAC and non-profit Climate Action Brookline (CAB), applied for and was awarded a spot in the Massachusetts Clean Energy Center's (MassCEC) Solarize Mass Program, which ran from May through October. The Solarize Mass Program partners municipalities with private solar developers. As more contracts are signed for small-scale solar facilities, the pricing drops for everyone. With outreach managed by members of the CAC and CAB, the Solarize Brookline Program reached the highest tier for the lowest pricing, and signed up 63 households for 345.6 kilowatts in total contracted capacity, a real success.



Solarize Brookline

Also on the solar front, the Regulatory Planning Division applied for and was awarded an Owner's Agent Technical Assistance Grant to allow the Town to hire a consultant to assist with negotiations to install solar PV facilities on municipal buildings and properties, including the Main Library, the Kिरrane Pool, and the Singletree Hill Reservoir. In the fall, Town Meeting voted to allow the Board of Selectmen to enter into a lease agreement for the Singletree Hill Reservoir site, specifically for a ground-mounted solar facility.

The Green Homes Brookline Program, a partnership between the CAC, Town staff, local grassroots group Climate Action Brookline, and private company Next Step Living, continues to encourage all

residents to have home energy assessments and to take advantage of rebates for insulation and air sealing under the Mass Save Program. Green Homes Brookline counted more than 1,500 energy assessments of Brookline homes since the program's inception in the fall of 2010, and more than 420 of those homes were weatherized. The program's partners meet regularly to seek out ways to encourage Brookline residents to increase their homes' energy efficiency, often holding public workshops in the local libraries.

The CAC also worked with other Town departments to spend Green Community grant funding and implement the Town's Five-Year Energy Reduction Plan, adoption of which was a requirement for Green Community designation under the State's Green Communities Act. With the help of this grant, the Town finished installing new condensing boilers in the Main Library and Coolidge Corner Library, and converted exterior lighting to LEDs at Brookline High School and the Physical Education and Unified Arts Buildings.

Finally, the CAC continues to work on implementing the Climate Action Plan, which was adopted by the Board of Selectmen in December 2012 and serves as a basis for planning future committee projects. The plan recommends 39 "actions" for Brookline to reduce its greenhouse gas emissions, such as weatherizing public housing, encouraging solar and geothermal technologies, and working on improving bicycle and pedestrian networks, and invites interested residents to work with the CAC on issues of interest to them. The plan sets a greenhouse gas reduction goal of 25 percent below 1990 levels by 2020, and 80 percent by 2050.

Preservation Division

Preservation Planners provide professional staff support to the Brookline Preservation Commission (BPC) and the Neighborhood Conservation District Commission (NCDC). Staff also assists neighborhood groups considering the feasibility and appropriateness of Local Historic District (LHD) or Neighborhood Conservation District (NCD) designation. Preservation Planners' work also includes protecting, restoring, and preserving the Town's historical and cultural assets, encouraging a healthy preservation and development climate, and advising homeowners and Town agencies regarding historical and technical restoration procedures.



L-R: Front-Paul Bell, James Batchelor (Chair), Kirstin Gamble-Bridier Middle-Judith Selwyn, Rosemary Battles-Foy, Greer Hardwicke, David King (Vice-Chair), Giti Ganjei-Saeidian Back-Eli Yarden, Jean Innamorati, Wendy Ecker, Peter Ames

Brookline Preservation Commission (BPC)

The BPC is responsible for the educational, cultural, physical, economic and general public welfare through preservation of the historical and cultural assets of Brookline, including buildings, sites and districts of historical and architectural significance. It also encourages the development of appropriate uses and settings for such buildings and places. The Preservation Commission, appointed by the

Selectmen, consists of James Batchelor, Chair; David King, Vice-Chair; Paul Bell; Wendy Ecker; Elton Elperin and Judith Selwyn. Commission alternates include Kirstin Gamble Bridier, Rosemary Battles Foy and Peter Kleiner.

Neighborhood Conservation District (NCD)

The NCD is charged with establishing rules, regulations and procedures for Neighborhood Conservation Districts, and reviewing projects in the Hancock Village Neighborhood Conservation District, established in 2011. Commissioners include Chair Paul Bell, Vice-Chair Dick Garver, James Batchelor, Eleanor Demont, Deborah Goldberg, David King, and Robin Koocher. These appointments were made by the Board of Selectmen and the Chair of the Preservation Commission in 2013, replacing the Interim Commissioners appointed previously. Commission alternates, appointed by the Selectmen, are Mark Allen, Stephen Chiumenti, Dennis DeWitt and Joyce Stavis-Zak. Several neighborhood groups contacted the NCD in 2013 to discuss the possibility of establishing new districts, including for the Settlement/Ackers Avenue area and the Woodland Street-Laurel Road area, both in Chestnut Hill.

Local Historic Districts

The BPC, with staff assistance, administers Brookline's seven Local Historic Districts: Pill Hill, Cottage Farm, Graffam-McKay, Harvard Avenue, Chestnut Hill North, Lawrence and Wild-Sargent. In 2013 the BPC received 112 applications for exterior work in the districts. Among these applications were the repair and restoration of the historic windows at the c. 1853 house at 25 Lenox Street, owned by Boston University, and an addition and other alterations to the c. 1874 house at 146 High Street. The Commission continued its review of the work proposed on the estate house and carriage barn at 26 Weybridge Road in the newly designated Wild-Sargent LHD.

Demolition

The BPC is responsible for reviewing cases under the Demolition Delay By-law. Buildings are evaluated to determine their historical and/or architectural significance before a demolition permit may be issued. If a property is deemed significant, the Commission pursues alternatives to demolition or mitigation for the loss of a building. In 2013 Preservation staff reviewed 37 buildings. Eleven buildings were deemed significant with stays of demolition imposed. Among the buildings demolished in 2013 were two mid-century modernist houses on Lyman Road designed by architect Stanley Myers, a traditional 1950s house on Heath Street and an early Deck House on Sargent Beechwood Road. Also this year, staff expanded the Planning Department and Preservation Commission web pages regarding demolition delay to include answers to frequently asked questions about the demolition review process.

Certified Local Government and Town-owned historic buildings

As an agent of the Town, which is a Certified Local Government, the Preservation Commission, with the advice of staff, reviews projects affecting National Register and State Register properties. Projects reviewed in 2013 included the new slate roof at the Unified Arts Building on Tappan Street and plans for stabilization and restoration of the 1886 Gatehouse on the former site of the Fisher Hill Reservoir. Both the Town and the State approved a preservation restriction on the Gatehouse. Staff submitted an application to the National Park Service for designation of the 1848 Brookline Reservoir Gatehouse, at the corner of Boylston and Warren streets, as a National Historic Landmark.

Community Planning

Joe Viola, Assistant Director for Community Planning, manages the Community Planning Division, which includes Housing and Community Development sub-components. Housing Project Planners Bruce Genest and Virginia Bullock staff the Housing Office, and Community Development Administrator Gail Lewis administers the federally-funded Community Development Block Grant and HOME Programs. Francine Price, who served as Housing Development Manager for sixteen years, retired in 2013, leaving behind a legacy of several major projects that contributed to the Town's affordable housing supply.

Community Development Block Grant and HOME Programs

Community Development staff are responsible for statutory and regulatory compliance of the Town's Community Development Block Grant (CDBG) and HOME Programs. Staff is charged with directing all administrative aspects of the grant, including planning, contract administration, fiscal management and

grantee oversight. Staff is responsible for ensuring that all activities funded in whole or in part through CDBG funds adhere to applicable federal regulations. Consistent with federal guidelines and requirements, the Town is committed to maintaining and enhancing Brookline as a viable and sustainable community, providing decent housing and expanding housing opportunities for low- and moderate-income persons.

Grant funds appropriated to the Town increased slightly from \$1.23 to \$1.33 million in Fiscal Year 2013. These funds were committed to eligible activities and projects that meet national objectives including affordable housing, community facilities and public services. Specific activities included allocations to the Brookline Housing Authority (BHA) in order to address several health- and safety-related projects across its housing portfolio. The Brookline Senior Center was also awarded funds to assist with design and construction costs associated with program space at its facility.

CDBG Advisory Committee

Citizen participation is a key component of the CDBG program. The Community Development Advisory Committee is charged by the Town to consider all applications for CDBG funding and to make a recommendation to the Board of Selectmen regarding funding allocations. Every winter, the Committee conducts a series of public hearings to deliberate on grant requests. The process culminates with the Committee making a formal funding recommendation to the Board of Selectmen.

Homeless Consortium

The Town of Brookline, in collaboration with the cities of Newton and Waltham and the Town of Watertown, is one of 22 small Continuum of Care (C of C) organizations in Massachusetts formed to help prevent homelessness, address any immediate crises the homeless may experience and assist homeless people to achieve stable and full lives. In 2013, the Continuum continued to make strides in enhancing the coordination of services, providing housing, determining unmet needs and strengthening policies that affect this vulnerable population. In 2013, \$1.2 million was received by the Continuum through a competitive application process for 13 renewal programs to serve the homeless in the service area of the Continuum.

Housing Division

Housing staff focus on preserving, improving and creating affordable housing for both rental and ownership for households with a range of incomes.

Housing Advisory Board (HAB)

The Housing Advisory Board (HAB) is charged with recommending housing policies, plans and programs to the Board of Selectmen, especially those relating to the promotion of affordable housing. The HAB also serves as trustee of the Town's Housing Trust. HAB's 2013 membership included Roger Blood (Chair); Rufus Phillips (Vice-Chair); Steven Heikin (Planning Board representative); Michael Jacobs (Brookline Housing Authority representative); Karen Kepler; Kathy Spiegelman; and Rita McNally (tenant representative).



L-R: Virginia Bullock, Kathy Spiegelman, Rufus Phillips, Karen Kepler, Michael Jacobs, Roger Blood, and Joe Viola

Housing Development

Housing staff has worked closely with the Brookline Housing Authority (BHA), which made significant progress during 2013 to develop 32 new low-income rental units at 86 Dummer Street on an underutilized portion of its Trustman Apartments site. To date, the Town has committed \$3.7 million in HOME and Housing Trust funds and \$600,000 in CDBG funds to the project. Of that total, \$542,000 was utilized as a predevelopment loan to help underwrite project soft costs. The Town's contribution assisted the BHA in leveraging other federal- and state-controlled subsidies and tax credits. The project is poised to move toward a construction loan closing in the spring of 2014, with site work to begin shortly thereafter.

With the Town's assistance, Pine Street Inn was able to acquire two lodging houses at 51-57 Beals Street. The lodging houses had been owned by a private investor, but were managed by the Pine Street Inn as part of its mission. Combined, the properties contain a total of 34 units that house primarily low-income working and formerly homeless individuals. Using CDBG and Brookline Housing Trust funds, the Town was able to provide funding for \$1.28 million of the total \$2.55 acquisition cost. Pine Street Inn is working toward securing other state and private subsidies to undertake the renovations. The result of this project will be two completely rehabilitated buildings with 31 permanently affordable "enhanced" Single Room Occupancy units containing private bathrooms and kitchenettes.

Housing staff continued to oversee implementation of the affordable housing requirements ("inclusionary zoning") of the Town's Zoning By-law, working with the developers of 321 Hammond Pond Parkway and 20 Englewood Avenue. These projects will add seven new affordable units – three new permanently affordable rental units and four new permanently affordable homeownership units.



321 Hammond Pond Parkway

Homebuyer Assistance

The Housing office continued to provide general homebuyer counseling for those seeking affordable housing in Brookline and took responsibility for marketing, selecting by lottery, determining eligibility and providing technical assistance to buyers at 321 Hammond Pond Parkway. Additionally, Housing staff facilitated the sale of an affordable unit and repayment to the Town by one owner with federally-funded down payment assistance loans.

Redevelopment to Create and Preserve Affordable Housing Opportunities

Housing staff continued to work with non-profit agencies to preserve existing affordable rental housing, overseeing CDBG grants to the Brookline Housing Authority for work at six developments including 568 units.

Affordability Monitoring

Housing staff monitored 452 rental units at 16 properties to assure continued service to eligible tenants at affordable rents. In addition, the office monitored 160 affordable condominium units to confirm continued owner occupancy.

Housing Resources

The Housing Division has been faced with the challenge of operating with decreased federal, state and private housing development resources. Federal funds in particular must be committed to projects and drawn down in a much more abbreviated timeline than in the past. Diminished funds and more stringent program requirements have made it more difficult to leverage private funding to support and create affordable housing. During 2013, Brookline received \$799,000 from its traditional sources: \$243,047 in federal funds through the WestMetro HOME Consortium and \$363,124 from the Town's federal CDBG allocation for the Affordable Housing Program. While there were no private developer contributions to the Housing Trust, the Town deposited \$555,106 from FY2013 free cash, plus \$7,414 in interest. A total of \$128,432 was paid back to the Town in first-time homebuyer repayments, with proceeds split 50/50 between the CDBG and HOME programs.

Economic Development

The Economic Development Division encourages appropriate growth and fosters the prosperity of businesses in the Town's commercial areas. The Division is staffed by Economic Development Director Kara Brewton and Economic Development Planner Andy Martineau.

Economic Development Advisory Board

The Selectmen-appointed Economic Development Advisory Board (EDAB) seeks to strengthen and expand the commercial tax base to support Town programs and services. Additionally, EDAB works to increase the value of commercial properties by promoting the vitality of our commercial areas and supporting our small businesses. EDAB is led by Co-Chairs Anne Meyers and Paul Saner; founder Bob Sperber; and members Cliff Brown, Derrick Choi, Susan Houston, Kenneth Lewis, Thomas Nally, Marilyn Newman, Alden Raine, Harold Simansky and Donald A. Warner.



Economic Development Advisory Board and Staff

The Red Cab Site

Following a record six-month permitting process in 2013, including Design Advisory Team meetings and a zoning change passed by Town Meeting, Claremont Company will break ground in the spring of 2014 on a 130-room Hilton Homewood Suites limited service hotel. This is an exciting project for Economic Development and the Town following years of unsuccessful development proposals at this site. The

project is expected to yield an additional \$1,000,000 in annual tax revenue to the Town and will hopefully serve as a catalyst for redevelopment along the Route 9 corridor.

Brookline Place Advisory Committee

Children's Hospital revived discussions with the Town in the second half of 2013 about future redevelopment at 2-4 Brookline Place. Children's is asking the Town to consider allowing a higher percentage of above-ground parking than currently allowed by zoning. At the request of EDAB, a Selectmen's Committee was formed to prepare recommendations in advance of the 2014 Annual Town Meeting.

Stalled Projects

Given the demands on staff generated by the Hancock Village Comprehensive Permit application, two Economic Development projects were put on the back burner, including the Durgin Garage (Waldo Street Committee) in Coolidge Corner and the hotel /apartment Circle Cinema project in Cleveland Circle. The Division looks forward to restarting both of these initiatives in 2014.

Commercial Area Indicators

Brookline's first floor storefront vacancy rates increased slightly, from 5.2% to 6.3% following three consecutive years of decline. The most notable increase in vacancies occurred in Brookline Village where the vacancy rate climbed to 11.9%. The vacancy rate dropped to zero at JFK Crossing, St. Mary's Station and Putterham Circle. The local hotel excise tax received per room increased by about 5% from Fiscal Year 2012 to 2013 and the local meals tax per restaurant declined by approximately 12% over the same time period.

Small Business Assistance

Technical assistance for 27 potential new businesses in Fiscal Year 2014 resulted in six new storefronts being occupied. The restaurants Ribelle and Knight Moves Café were granted loans for façade improvements and signage. Economic Development also helped bring PopUp Republic to Brookline Place, temporarily filling three vacant storefronts, resulting in more foot traffic to an underutilized section of Brookline Village. The Economic Development Division also worked with the Health Department to implement the prohibitions on polystyrene and plastic bags as well as to streamline the Town's Mobile Food Vendor program.

Community Events

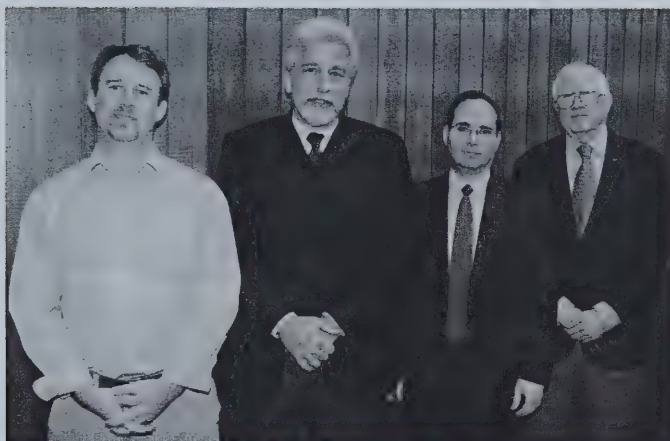
Economic Development led the First Light Festival, St. Mary's Block Party and the Town's Walking Tours group this year. Staff also supported the Coolidge Corner Arts Festival, Coolidge Corner Food Festival, Brookline Day at Larz Anderson, Washington Square's Wagathon, Summer Music Series and Brookline Village's Wellness Open House event.

The First Light Festival was held in the early evening of November 21 and featured Town-wide activities in commercial areas. Events and activities included local musicians, singers, dancers, artists, face painters, magicians, poets and puppeteers. This year, the First Light Festival sponsored performances by Company One, an award-winning theatre group that performed multiple shows at the Arcade Building in Coolidge Corner.

Commercial Vibrancy

Following two years of exhaustive research and meeting with stakeholders, Economic Development staff concluded a study on the vibrancy of our commercial areas. The study produced a range of extraordinarily useful data and information on our commercial areas and also resulted in the formation of several working groups. The groups are comprised of shop owners, residents, staff and representatives from various business organizations who are charged with assisting staff in carrying out short- and long-term recommendations. While the study has come to a close, staff and groups have a lot of work to do on several items identified as primary drivers of commercial vibrancy: Public Events, Open Space, Wayfinding, Retail Mix, Community Group Staffing and Funding. The Division will also look to complete a customer intercept survey and bicycle and pedestrian counts to further explore topics included in the study.

Zoning Board of Appeals



The Board of Appeals is a three member quasi-judicial board that is responsible for reviewing and approving applications for relief by special permit and by variance from the requirements of the Zoning By-Law, in accordance with the "Massachusetts Zoning Act" – Massachusetts General Laws, Chapter 40A. The board is composed of three members: Chairman Jesse Geller and Board Members Jonathan Book and Christopher Hussey. In 201 the board had three associate members who sit should regular members be unable to do so due to absence or conflict of interest. The associate members for 2013 were Avi Liss, Johanna Schneider and Mark Zuroff. Town Clerk Patrick Joseph Ward serves as the Secretary for the Board of Appeals. The board usually meets weekly and generally hears two cases each week. Three board members sit for each hearing and a unanimous vote is required for an appeal to be granted. The 2013 caseload for the board was 75 cases, an increase of 11 cases from the previous year, of which 1 was withdrawn. The board required 56 hearings and 2 site visits in order to complete their review of these cases. The board, pursuant to M.G.L., c. 40A, s.11, published 158 notices of these hearings in a newspaper of general circulation and sent by mail 24,426 hearing and decision notices to all "parties in interest" and to Town Meeting Members within the precinct the property is located and in abutting precincts as required by the Brookline Zoning By-law.

Housing Authority

Patrick Dober, Director



Commissioners and Senior Staff of the Housing Authority touring the recent renovation of the Trustman Apartments

L-R: Mike Jacobs, Barbara Dugan, George Lalli, Carolyn Correnti, Joanne Sullivan, David Trietsch, Patrick Dober, Not Shown: Judy Katz, Matt Baronas, Carole Brown, Geri Davis-Moye, Janet Haines

Board of Commissioners

The Housing Authority has 5 Board members, 4 of which are elected for overlapping 5 year terms. The fifth is appointed by the Governor of the Commonwealth.

David Trietsch, Chairman
 Michael Jacobs, Vice Chairman
 Barbara Dugan, Treasurer
 Joanne M. Sullivan, Commissioner
 Judy Katz, Commissioner(Governor's appointee)

Senior Staff

Patrick Dober, Executive Director
 Matthew Baronas, Assistant Director
 Carole Brown, Director of Leased Housing & Applications
 Carol Correnti, Director of Modernization
 Geri Davis-Moye, Director of Finance
 Janet Haines, Director of Real Estate
 George Lalli, Director of Maintenance

Public Housing Operated by BHA

Housing for Seniors & Disabled # of Units

<i>Walnut Street Apartments</i>	24
4-24 Walnut Street	
<i>Ralph Sussman House</i>	100
50 Pleasant Street	
<i>Arthur O'Shea House</i>	100

61 Park Street

<i>Theresa Morse Apartments</i>	100
90 Longwood Ave	

<i>John W. Kickham Apartments</i>	39
190 Harvard	

<i>Col. Floyd Apartments</i>	60
32-40A Marion Street	
19-36 Foster Street Extension	

Housing for Families:

<i>Walnut Street Apartments</i>	76
22 High Street	

<i>High Street Veterans</i>	186
1-33 New Terrace Road	
176-224 High Street	
186-218 Chestnut Street	

<i>Egmont Street Veterans</i>	120
51-85 Egmont Street	
338-348 St. Paul Street	
209-221 Pleasant Street	

<i>Trustman Apartments</i>	86
7-33 Egmont Street	
144-156 Amory Street	
337-347 St. Paul Street	

<i>Scattered Sites</i>	33
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Housing Vouchers Administered by BHA

Section 8 Housing Choice Vouchers	619
Massachusetts Rental Vouchers	39

Applications for all programs can be obtained Monday through Friday between 8:30 A.M. and 4:30 P. M. at the main office located at 90 Longwood Avenue or by calling (617) 277-1885. All 1, 2 and 3 bedroom family waiting lists are closed until further notice except for wheelchair accessible apartments.

General Activities in 2013

- The BHA continued its successful operations with a vacancy rate below 2%, an average 2-day response time for repairs to resident apartments, and a "High Performer" ranking from HUD.
- The Board adopted a smoke-free policy for all of the Housing Authority's buildings. The policy goes into effect on June 1, 2014. Smoking cessation classes will be offered to all residents. The new policy is being implemented with major support from the Brookline Health Department.
- Our Next Steps program engaged with the group Compass Working Capital to teach a three-week Financial Literacy program. It was attended by many residents.
- Translation services into all languages became available for residents and applicants through a phone line service and on the Housing Authority's website. Also, our most important written documents are now available in Spanish.
- We continued to provide Section 8 rental assistance to special needs housing providers in Brookline including the Pine Street Inn, Center Communities, Brookline Improvement Coalition, Specialized Housing, Center Communities, and others.
- We hosted our 19th annual Thanksgiving Dinner for more than 140 residents. We hosted summer cookouts at all our housing locations.
- We converted many of our business

procedures to the internet and "the cloud".

- Freshman Congressman Joseph P. Kennedy, III, toured affordable housing developments in Brookline in a tour organized by the Housing Authority and other groups.
- Judy Katz was appointed by Governor Patrick to serve on the Authority's Board of Commissioners.
- David Trietsch was re-elected to the Board in the Town election of May, 2013 for a third, five year-term.
- Patrick Dober's contract as Executive Director was renewed through 2016.
- Janet Haines joined the Authority as Director of Real Estate. She previously was a housing construction project manager for a leading non-profit group in Roxbury.
- Grace Watson joined the Authority as the new Director of the Next Steps program. She is an experienced career counselor.
- The Housing Authority successfully renewed Collective Bargaining Agreements with our two unions – Teamsters Local 122 and AFSCME Local 1358.

Economic, Education, and Health Programs

- The BHA serves as one of the founding partners of the Steps to Success program along with the Public Schools of Brookline and others. Students that participate in Steps graduate high school and college at much higher rates than students from low-income families in other towns and states.
- The BHA and Springwell provide independent living services to the senior citizen and disabled residents of 50 Pleasant Street and 61 Park Street.
- The Brookline Senior Center brings exercise classes to some of our seniors

housing sites. The Senior Center van stops at our developments.

- ESL classes and the Homework Center take place at the three Computer Learning Centers located at 22 High Street, Trustman Apartments and High Street Veterans.
- The BHA leases 31 SRO apartments to Vinfen, which provides housing and services to clients of the Department of Mental Health.
- We operate Transitional Housing Programs for young adults and formerly homeless families.
- We team with the Brookline Police Department in the "Walk and Talk" program, in which select police officers are assigned to our developments.
- The Brookline Community Mental Health Center provides a wide range of social services to our residents.
- We collaborate with the Brookline Early Education Program (BEEP) and the Parent Child Home Program to provide literacy programming.

Capital Improvements in 2013

The BHA received funding for construction of a new 32-unit building on Dummer Street.

Construction is scheduled to begin in 2014. It will be the largest new construction of affordable rental housing in Brookline in more than 30 years. The Town is providing extensive funding and support. Thanks go to the Selectmen, Town Administrator, Planning Department, Building Department, Zoning Board of Appeals, and Public Works Department, among others in Town.

The BHA continued to repair and modernize buildings and grounds including:

- New kitchen counters and fixtures at 61 Park Street.
- Elevator repair at the 90 Longwood Avenue and 61 Park Street developments.
- Conversion of four apartments at 50 Pleasant Street to wheelchair accessible apartments. (Funded with Town CDBG).
- New, high quality security cameras to protect residents and minimize crime at the Trustman, Col. Floyd, and 22 High Street developments. (Funded partly with Town CDBG).
- Masonry repairs at the Egmont Street and High Street Veterans developments. (Ongoing. Funded partly with Town CDBG).



Congressman Joseph P. Kennedy, III speaking with Housing Authority Chairman David Trietsch during the Congressman's August, 2013 tour of affordable housing sites in Brookline.

Human Services

Health Department

Dr. Alan Balsam, Director

The Brookline Health Department has as its mission the protection of the health of Brookline residents and others who may work or otherwise be associated with the town. Toward that end, the Department maintains an active surveillance system of health status indicators, and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

Administration

During 2013, the Department continued a formal community health needs assessment of Brookline. With support from a range of funders, the Department distributed Healthy Brookline, Volume 15, a summary of results of the Town's Youth Risk Behavior Survey. This information will be used to plan and evaluate public health programs going forward.

The Department management structure was maintained, providing for more access to the Director, and elevating core public health functions. In addition to the on-going biweekly management team meetings, periodic all-staff meetings with an educational component served to help build a sense of mission and community among staffers, and to enhance intra-departmental communication.

This year, the Department continued to be successful in leveraging non-Town resources for a broad range of projects. Over \$150,000 was raised from a variety of sources including medical centers, foundations, federal and state government, etc. In addition, nine well-qualified graduate students were recruited for internships for a variety of public health projects. We maintained our outreach campaign to enroll uninsured Brookline residents in the State's mandatory health insurance plan.

A major organizational change was voted by Town Meeting in May, 2012. The Division of Human Relations/Human Services was created and Lloyd Gellineau, Ph.D. was tapped to lead the Division. (See section of this Annual Report below).



Train Memorial Health Center

Scores of individuals and groups toured the Train Memorial Health Center, Brookline's first Green Building, and the building was featured as part of the national Solar Tour by the Northeast Sustainable Energy Association. In addition, the Jennifer A. Lynch Garden of Remembrance, located adjacent to the Health Center, provided a focal point for a number of public events

including our annual Vigil for victims of domestic violence in October featuring an essay contest for High School seniors.



Winners of the Annual Domestic Violence Essay Contest accept their awards at the October Vigil

Emergency Preparedness

The Emergency Management Team continued to meet regularly to prepare for the possibility of an emergency. The Health Department took the lead on issues related to pandemic preparation and bioterrorism and Dawn Sibor, MEd continued as our Emergency Preparedness Director. More than 240 health professionals and other members of the Brookline community have joined our Medical Reserve Corps (MRC), which provides support for Health Department activities throughout the year and will support the Health Department in the event of an emergency.

Brookline MRC volunteers attended monthly trainings in Brookline and throughout the local area this past year. During the fall, 75 MRC volunteers assisted the Health Department with providing flu shots to more than 1,500 people in Brookline. The MRC launched its Preparedness Buddies Program to link MRC volunteers with vulnerable elders.

Environmental Health Services

This Division, led by Patrick Maloney, MPAH, oversees many State-mandated programs including the licensing and inspections of food establishments, housing code inspections and enforcement actions, swimming pools, solid waste handling practices, animal, insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, indoor air quality, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

With state funding, Brookline continued monitoring compliance with the Town's Tobacco Control By-Law and pursuing complaints concerning infractions of the law. In addition, we held workshops for apartment and condo owners regarding smoke-free housing policies, and expanded our five community collaborative. Wesley Chin, MPH, continued to coordinate the program.

Brookline continued to be one of the only towns in the Commonwealth to fully implement non-criminal dispositions (tickets) as an enforcement element to inspections. The Division completed all mandated inspections as required by State regulation. This year the Division posted Food Service Establishment inspection reports online. The Town's Information Technology Department has been of great assistance on this project.

Mosquito control activities continued this summer as part of the Town Integrated Pest Management (IPM) practices. The Division treated 3,500 Town catch basins with a bacterial larvicide, to prevent the hatching of adult mosquitoes. We maintained our surveillance system for mosquitoes and produced information on ways to reduce risk for mosquito borne diseases.

The Division helped enforce the Town's policy on snow removal with the DPW. Also working with DPW and other Town departments, we continued a mercury disposal program in two Brookline locations and launched a program to recycle CFL/fluorescent light bulbs. With support from the State Health Department we continued a program for safe sharps disposal. In addition the Police Department has implemented a prescription drug collections program similar to our sharps program.

The Division responded to hundreds of requests from the public for information on indoor air quality, mold, lead and solid waste disposal. We implemented the new guidelines for Mobile Food Trucks and Lodging Homes in Brookline. The Division offered three rabies vaccination clinics in conjunction with the Newton Health Department. The Sealer of Weights and Measures tested all Town weighing and measuring devices, taxi meters, and scanners to ensure accuracy. Finally the Division implemented the new Town By-Laws restricting the use of plastic bags in retail establishments and polystyrene in food service establishments. Two workshops were held to assist the industry on compliance with these new regulations.

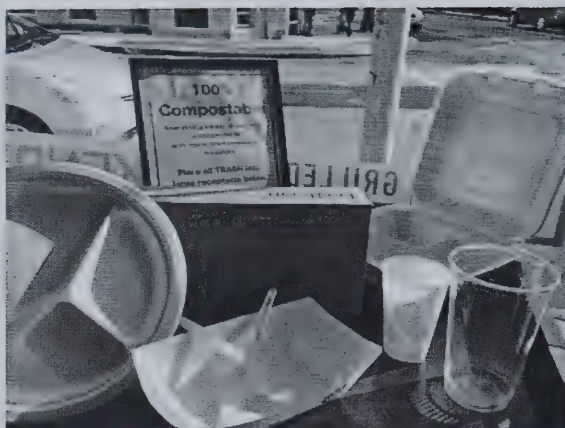


Members of the Brookline Medical Reserve Corp and Community Emergency Response Team at the memorial honoring victims of the Boston Marathon bombing

Child Health

Under the direction of Gloria Rudisch MD, MPH, the Division of Child Health continued to be the Department's liaison with School Health Services and the nursing and health education staff in the schools, and oversaw all programs targeting children and youth. There continues to be a strong association with the Essential School Health Services grant, which has facilitated the transition to a full-time school nurse leader, provided for technology training, and for health program materials. In addition, the Division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back up. Over 300 youngsters were served.

The Daycare Inspection Unit monitored the growing number of group day care centers (30) and extended day programs (9) and Brookline continued to be the only community delegated by the State to exercise inspection and technical assistance responsibilities to assure compliance with the Massachusetts Department of Early Childhood and Care regulations. We also provided training sessions for all day care directors and educational programs for children in day care. In conjunction with the Parks and Open Spaces division, we maintained a schedule to help control playground overuse at Brookline parks.



Example of non-polystyrene food containers are displayed at Dorado Tacos and Cemita's restaurant as part of a training for food permit holders as Brookline implemented new polystyrene and plastic bag regulations

Community Health Services

Led by Lynne Karsten, MPH, this Division oversees community health initiatives including women's health, adult immunization, injury prevention, elder health programs, healthy eating, and physical fitness. During 2012, the Division sponsored seasonal flu immunization clinics serving 1,500 residents, including 500 children. We continued the "Clean Hands for Good Health" campaign to educate the community on steps to prevent the spread of disease. The Division expanded its programming in physical fitness and physical activity, promoting the Brookline Passport to Health and Fitness, strengthening the Town's Brookline On the Move brand, and receiving continued funding to promote wellness and prevent disease and disability in Brookline. In 2013 Wellness in the Village was created to showcase the array of health and fitness options available in Brookline Village.

The Women's Health campaign funded by Brigham and Women's Hospital involved organizing educational programs and screenings. With our partners at Beth Israel/Deaconess Medical Center, the Department promoted a series on healthy aging and related health issues for seniors.

We have continued to work with Town departments to train staff to use Automatic External Defibrillators (AEDs). Currently, there are over 30 AEDs in Town buildings in strategic locations, in addition to those in all emergency response vehicles. Employees in all Town buildings and schools where AEDs are located now have received CPR/AED training. The Division continued to cosponsor American Red Cross blood drives at the Main Library.

The Division continued work with the Selectmen's Committee on Climate Change and CAB (Climate Action Brookline) in their initiative to raise awareness among the Brookline community about reducing Brookline's "carbon footprint." The Division developed projects that show the link between public health and climate change in the areas of nutrition and physical activity. During National Public Health week, the Division worked with the school cafeterias in promoting the Make It Meatless Campaign, and in the fall, Community Health played a key role in organizing "Car Free School Day," an event designed to educate school age children about climate change. Finally, we sponsored "National Food Day" in October, sponsoring a "Chefs in the School" program. Chefs from seven local restaurants joined with 7th and 8th grade students to prepare, cook and sample a healthy meal.



Elie Dunford of KooKoo Cafe cooking with Pierce School students as part of National Food Day

Public Health Nursing/Epidemiology

The Division of Public Health Nursing/Epidemiology oversaw the investigation and control of over 300 reports of communicable disease and over 125 exposures to animal cases. Several outbreak situations, including salmonella, MRSA at Daycare Centers, and Norovirus in schools, were investigated and controlled. We participated as a pilot for a MAVEN (an electronic, web-based surveillance program) evaluation tool which provides feedback to the Health Department regarding completion of case reports.

Led by Barbara Westley, RN, the Division provided clinical support to all Department screenings, health fairs for employees and seniors, including human exposure to bats, immunization programs, and other clinical activities.

Regularly scheduled blood pressure screenings provided over 250 patient visits. Information and referral services in the areas of foreign travel and other general health issues were also provided. Immunization clinics for under-insured residents administered over 300 vaccinations.

The Division provided technical assistance on vaccine preventable disease issues, and continued to participate in the statewide initiatives addressing emergency preparedness and bio-terrorism.

Substance Abuse and Violence Prevention Program for Youth

This Division, led by Mary Minott, LICSW, is a town/school partnership coordinating prevention and intervention services for Brookline youth and their families. Based on data from the Department's 2013 Brookline Student Health Survey, the Division's 2013-2014 strategic action plan focused on the high rates of substance abuse among students who reported symptoms of anxiety and depression. To this end, the Division applied for and received a Community Health Network (CHNA 18) grant for \$30,000 over three years, and a NACCHO grant of \$20,000. The Drug Free Community Support Program grant from SAMHSA is in the final year of a five-year cycle.

This year the Division conducted prevention services through Brookline Parent Education Network (B-PEN), Brookline Coalition Against Substance Abuse (B-CASA), and the Brookline High School Peer Leadership Program. B-PEN provided education and resources to parents through monthly newsletters, community forums, and the B-PEN website. Topics included healthy relationships/teen dating violence prevention, healthy media use, teens and stress, and current trends in teen substance abuse. This year B-CASA held two community forums on adolescent mental health with over 200 participants, and provided up-to-date alcohol and other drug information and treatment resources on the B-CASA website. The Peer Leadership program trained 35 high school students who provided substance abuse and teen dating violence prevention presentations to over 500 students and at 12 parent workshops.

The Division's intervention services include substance abuse assessment, treatment planning, counseling and referrals, serving over 230 youth and their families this year. The Division also offers services through the Youth Diversion program in conjunction with the Brookline Police and courts.

Human Services/ Human Relations Division

In June of this year the Human Relations-Youth Resources Department was integrated into the Public Health and Human Services Department and now is called the Division of Human Relations and Human Services. Since the date of its transition, the new Division led by Lloyd Gellineau, Ph.D., has been updating resource materials and identifying needs within the community.

Although still in its infancy, the new Division has achieved several major accomplishments. Chris Chanyasulkit, Ph.D., was hired as the Human Services Specialist. With the support and advice of the Human Resources Department, Town Counsel, and the Human Relations-Youth Resources Commission, the Division created a Blue Print to Hiring a Diversified Staff. The document will be used by the Human Resources Department to augment its current practices to diversify the Town's workforce.

The Division also created a Citizen Report Procedure. The procedure provides information to Brookline residents, or its patrons, on how to report discriminatory behavior and how to receive support to resolve complaints that occurred within the Town. The Division, in collaboration with the Information Technology Department, also created an online complaint form that can be used to report discriminatory behavior. The online complaint form has the capacity to track the various types of discriminatory practices and their frequencies.

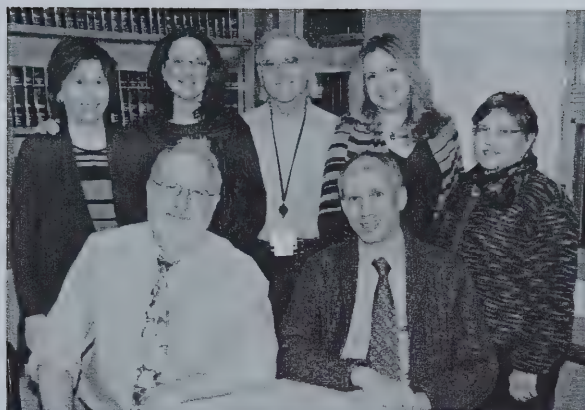
The Division in collaboration with the Commission for the Disabled finalized the Adaptive Technology Program. The program provides grants to high school seniors with disabilities, who will be continuing their education at college or trade school. The program was launched in December of this year and thus far there are four recipients of the grant. If needed, the program offers grant recipients training in adaptive software and hardware.

Division staff continue to provide support to the Women's Commission, The Human Relations/Youth Resources Commission, Commission for the Disabled, the Domestic Violence Roundtable/Jennifer Lynch Committee, and to co-lead the Town's Hoarding Task Force. Finally, Division staff became certified to assist residents in signing up for health insurance, co-led a committee for Brookline Age-Friendly City, and served as liaison to more than two dozen community self-help groups.

Advisory Council on Public Health

A dedicated group of six unpaid volunteers continue to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the Council provides the Director with advice on budget, policy and Town Meeting issues, health needs assessments, and a range of operational issues. Dr. Bruce Cohen and Ms. Cheryl Lefman were reappointed by the Board of Selectmen. They rejoin Dr. Anthony Schlaff, Ms. Roberta Gianfortoni, Dr. Milly Krakow, and Ms. Pat Maher on the Council.

Another highlight of the year for the ACPH was the reelection of Dr. Bruce Cohen to the Chair. Dr. Cohen has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to expand the Medical Reserve Corps in Brookline, fielding another Public Health Policy Forum in the spring, and continuing a campaign linking fitness, nutrition, and lessening climate change.



Advisory Council on Public Health

Friends Of Brookline Public Health

In 2013, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, entered its fifteenth year. The goal of 150 individual members and six corporate members was achieved. A Board of Trustees of 15 persons, including four officers, was elected, and activities included our Annual Meeting and reception.

The Board of the Friends voted to fund several public health initiatives including a linkage with our Sister City in Nicaragua, the public health on-line quizzes, and Climate Action Brookline.



Public Health Forum

The Friends also co-sponsored the 18th Annual Public Health Policy Forum entitled "Implementing Health Care Reform; Challenges and Opportunities" in conjunction with the Brookline Center for Adult and Community Education and the Council on Aging. Moderated by former Governor Michael Dukakis, the forum attracted over 200 people.



The Annual Public Health Leadership Award was presented to Mindy Lubber, JD, MBA, for her outstanding efforts in public health

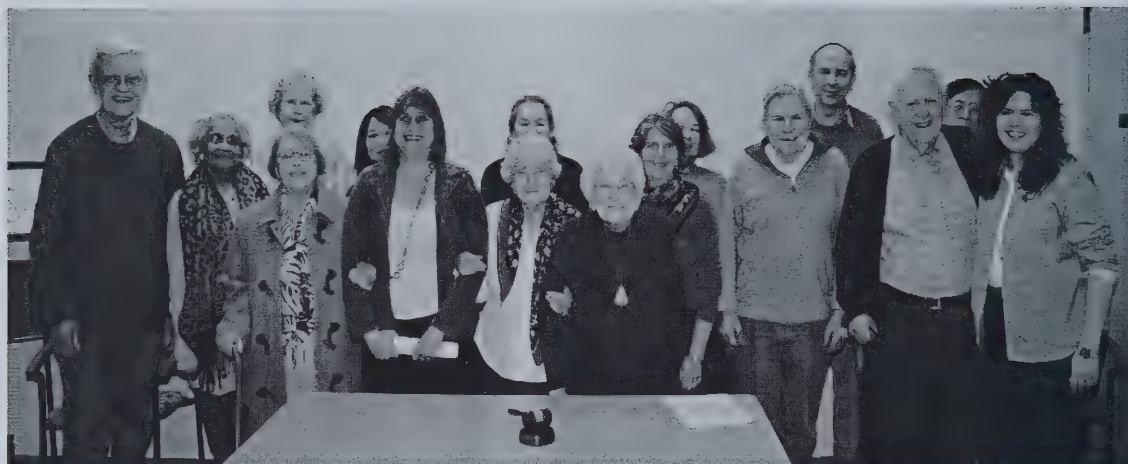


Members of Steps to Success accepted the Carlin Community Health Award from the Friends of Brookline Public Health

Finally, the Friends continued the Annual Public Health Leadership Award in Brookline and announced the 2013 award to Mindy Lubber, for her outstanding efforts in public health and combating climate change. The Herb Carlin Community Health Award went to Steps to Success.

Council on Aging

Ruthann Dobek, Director



The Brookline Council on Aging serves residents over 60. Our mission is providing social services that allow people to remain independent. We work with other Town agencies and community service providers to enhance their quality of life. We also operate the Senior Center five days a week (with occasional evening and weekend programs). Visit our website www.brooklineseniorcenter.org for more information.

We are proud to offer essential services for better living:

Geriatric case management

Home care: meal prep, errands, cleaning, shopping

Income tax preparation

Health insurance assistance

Legal help

Transportation: Elder taxi, bus and van

Fuel assistance

Advocacy: social security, service referrals, mental health, food stamps

Food distribution

Programs include breakfast, lunch, computer education, fitness, movies, chorus, art, lectures and health screenings. Brookline Adult & Community Education offers courses here in technology, humanities and fitness. Area hospitals, the Mass College of Pharmacy, the Health, Recreation, Police departments, and the Library also contribute education programs. We appreciate everyone who donates their time and energy to provide a mixture of classes and lectures that keep the Senior Center a dynamic place to visit.

2013 Highlights

- Windows to West Africa Exhibit
- Mardi Gras
- Police Academy
- Open Studios Weekend
- Women's Bar Association Update
- League of Women Voters
- Israel Cultural Celebration
- Brookline Health Department Flu Clinic
- Emergency Preparedness

- Norfolk Country Registry of Deeds
- New Repertory Theatre brings us *Romeo and Juliet* and *Great Expectations*
- Health Care Policy Forum
- Mass College of Pharmacy Programs
- Elks Summer BBQ and December Holiday Dinner

Retirement Engagement Alternatives Program (REAP) launched this year. It supports residents who are readying for retirement. Social worker Deidre Waxman manages workshops in networking, job search and résumé writing. REAP also connects job seekers and volunteers with businesses and nonprofits.

Our Elder Resource Guide's newest edition provides broad listings from adult day programs to visual services. It's on the Council's page at www.brooklinema.gov and we have copies.

Volunteers

We depend on our 275 volunteers to lead current event discussions, movies, bridge, ESL classes, food service and reception. Attorneys staff our legal clinic. Volunteers also staff programs so that clients receive in-home assistance like high school grocery shoppers and snow shovelers. We said goodbye to Vivian Freeman, our coordinator since 1993. Our 2013 volunteers of the year are Corrine Long, who manages flower displays and the Out to Lunch group; and Sara Rossi who managed the gift cart.

The Brookline Community Aging Network (BCAN) continues its valuable work making Brookline a better place to live with: www.BrooklineCan.org

- Forums, monthly newsletters about services, programs, and cultural events in the Boston Metro area
- Advocacy
- Referrals for contractors, plumbers, roofers, electricians, and computer repair
- Community recognition: BCAN leads the effort for the World Health Organization's network of age-friendly cities and Brookline is the first New England municipality to join the network.
- In September BCAN held its annual meeting. Writer Sally Abrams was recognized for her work for the AARP.

Budget

- The Town provides 71% of the operating budget.
- The Council supplements the budget with federal and state grants, and private donations.
- The State provides \$83,000 that funds staff positions at the Senior Center.

Grants

- Community Development Block Grants support our taxi discounts and stipends we make to low income elders who work for the Council
- Brookline Community Foundation's \$10,000 grant funds a part-time fitness coordinator, exercise classes at the Center and senior public housing sites; and two scholarships to our fitness center.
- A family foundation underwrites the popular Drawing for Pleasure class.
- Private donations and Canton Bank (\$1,000) made it possible for us to replace our warming oven and freezer.

Van

With proceeds from the Autumn Benefit and the generosity of Harold Brown's Hamilton Charitable Foundation we expanded van service from four to five days. Each year the van provides 400

people with more than 3,000 round-trips from home to the Center. Driver Ron Gallagher retired. Jason Kobayashi is our new driver.

Staff

Judith Gimple, newsletter editor for six years, retired. Maureen Cosgrove-Deery is our new editor. Social worker Karin Wannamaker relocated to become a care manager at Community Care of Western North Carolina. In addition to the HELP program, Karin managed equipment loans and was recognized by BCAN for initiating the repair referral program.

Renovation

In December we started our long-planned renovation. We are building out the second floor to house a fitness center and create new space for medical services. The cost: \$189,000. \$108,000 of the structural cost is being funded by Community Development Block Grants and HUD. \$81,000 is being paid by our nonprofit. Brookline's Building Department provided the support of a project manager. New equipment is included as part of the renovation.

The former basement space will become two classrooms and add more room for our Tuesday food distribution, which provides 75 people with produce each week.

This year's success is due to the dedication of our staff, volunteers and our board. We are grateful to everyone who helps us ensure that Brookline is a desirable place to live. We look forward to enriching our services and programs and as always, we invite all to get involved in our Senior Center community.

Veterans' Services

William McGroarty, Director

Massachusetts General Laws (MGL-115) mandate the Brookline Department of Veterans' Services to assist Brookline veterans and/or their dependents with living and authorized medical expenses. We assist all residents receiving MGL-115 benefits in obtaining healthcare from the VA, Mass Health, Commonwealth Care or other sources. The Department of Veterans' Services administers emergency veteran's benefits to ensure that qualified veterans and their dependents receive both the help they need and the respect they deserve. Brookline appropriates 100% of the monies needed to assist the veterans and/or their dependents. A monthly report is submitted to the Department of Veterans' Services located in Boston. The Director of Veterans' Services initially approves the itemized expenditures and services. Per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town 75% of all approved emergency benefits.



**Brookline Police Honor Veterans
Leading 2013 Memorial Day Parade**

The Department serves as a conduit in filing for all Veterans Affairs benefits for which a veteran/dependent may be entitled, as well as other federally-funded or state-funded benefits such as Social Security, SSI, SSDI, Mass. Health and Unemployment Compensation. Veterans' benefit paperwork can often be confusing if not overwhelming; this office has extensive experience in case managing VA claims. Residents are encouraged to stop by or call (617) 730-2112 if they have any questions or concerns pertaining to state and federal veterans' benefits. We are proud and honored this year to have assisted many Brookline veterans in obtaining the VA pensions and VA Healthcare they were both entitled to, and in many cases desperately needed. In 2013, the number of veterans and their dependents seeking VA healthcare and/or pensions from the VA remained steady and strong. Sadly, due to increased demands on the VA for services, the wait times continues to become longer and the accessibility to VA Services has become harder to obtain. Our office acts as advocates for residents trying to obtain VA benefits. Many times these benefits are critical to them being able to stay in their homes in Brookline. This year, as in previous years, we have had numerous successes in getting our veterans the VA healthcare they both need and rightfully deserve. For Brookline seniors and veterans who find themselves without health insurance, VA healthcare is an essential lifeline. Brookline veterans and qualified dependents have received over \$100,000 this year in new VA pensions and healthcare savings, which both keeps people in their homes and contributes to the economy of our Town.

The Office of Veteran's Services managed a Veterans' Work Program this year to provide temporary employment to veterans as they continue their education or seek their first job after leaving the service or graduating college. This program has proven to be extremely successful. In

2013 we were able to assist five veterans. The Program has assisted veterans not only with temporary employment as they look for full-time work, but also in working with other agencies. The Office of Veterans' Services provides additional job services to help them secure gainful employment in their chosen career path. In 2013 we were able to assist veterans in obtaining employment with the Department of the Treasury, the Town of Brookline and with private employers we were able to assist one of our Town's veterans of Iraq in obtaining his educational benefits, obtaining health benefits, disability benefits from the VA, in finding housing for his family within the Town of Brookline and working through the jobs program finding his first full-time employment after graduating college with Honors. This is the success story we strive to have for all our returning veterans.

Through the Military Records Branch, we are able to access veterans' discharge papers through Massachusetts veterans on-line, which saves valuable time in aiding veterans for benefits. Grave registrations are recorded to ensure that all veterans' graves are decorated with a flag on Memorial Day. Almost 5,000 veterans' graves are decorated annually for Memorial Day. The Department of Veterans' Services is also responsible for ordering VA grave markers on request for the veterans interred in Holyhood or Walnut Hills Cemeteries.

Department of Veterans' Services coordinates the Town's Memorial Day and Veteran's Day Observances.



**Arthur Hurley, WWII Veteran
Silver Star Recipient
Grand Marshall 2013 Memorial**

The wars in Iraq and Afghanistan have taken many of our military lives. We paid tribute to our brave servicemen and women at all our ceremonies throughout the year. The men and women returning from war are in need of many assistance programs, including rehabilitation for injuries and Post Traumatic Stress Disorder (PTSD) from the day-to-day stress of survival. We are working with the VA Medical Center to assure that returning veterans are apprised of all available resources. In 2013, the Office of Veterans' Services worked in cases to prevent domestic violence and homelessness, successfully assisting two veterans through serious crises and working with the Housing Authority to prevent a veteran from becoming homeless. Thanks to the support of the Brookline Department of Public Health and the Massachusetts Department of Veteran's Services we were able to meet the needs of our Brookline veterans in all cases.

Brookline Veterans

The Veterans' Office has a staff of two, Bill McGroarty, Director, and AnnMarie Cedrone, Head Clerk. Bill also works as the Emergency Management Planning Coordinator.

Please visit our website, www.townofbrooklinemass.com/Veterans

Commission for the Disabled

Eileen Berger, Chairperson



The Brookline Commission for the Disabled promotes the inclusion and integration of persons with disabilities in the activities, services and employment opportunities of our town. In cooperation with the ADA Coordinator, we advise and assist the Board of Selectmen, other town boards, committees, and departments in ensuring compliance with federal and state disabilities laws. In addition, we provide information, referral, advocacy and technical assistance to individuals, businesses and organizations in matters pertaining to disability.

The Brookline Commission for the Disabled is authorized under Section 8J of Chapter 40 of the Massachusetts General Laws, Section 504 of the Rehabilitation Act of 1973, Amendment Article 114 of the Massachusetts Constitution, and regulations of the Architectural Access Board. During 2013, the Commission continued to oppose increasing MBTA fares and attempts to diminish bus and train service, since such actions would adversely affect persons with disabilities.

Under the leadership of Chairperson Eileen Berger, the Commission continued to strengthen its collaboration with town departments, in particular with the Department of Public Works and its Engineering Division. In conjunction with these departments and the Massachusetts Office on Disability and the State Highway department, the Commission continued to pursue access issues for people with disabilities as they relate to the public way.

The Commission in conjunction with DPW Commissioner Andrew Pappastergion, Director of Highways Kevin Johnson, and Director of Engineering and Transportation Peter Ditto routinely work together to resolve issues of concern to persons with disabilities ranging from snow removal, tree and frost heaves on sidewalks, street crossings problems, and curb cuts/curb ramp construction and placement.

The Commission also continued its collaboration with the Transportation Board and staff to detail specific criteria for providing reliable accessible taxi services that meet the needs of those with disabilities.

The Brookline Commission for the Disabled Ramp Loan Program remains available to Brookline residents in need of their use. These ramps are a valuable asset in assisting individuals with disabilities in gaining access to local stores and restaurants that have entrances with steps, as well as access to private homes. This loan program is administered through the Brookline Health Department. The program also offers information on how persons may purchase similar ramps.

The Commission implemented the Brookline Teen Technology Fund, the purpose of which is to provide mini-grants for Assistive Technology for disabled Brookline High School students, who are transitioning to post-secondary educational programs. The fund also provides training on how to use purchased technology. To assist in the development of the Fund and training program, the Commission.

Human Relations-Youth Resources



Town Meeting created the Human Relations-Youth Resources Commission in 1970 to eliminate discriminatory barriers in employment, education, and housing, to increase communications across racial lines, and to empower the disadvantaged.

This was a year of change for the Commission with much time devoted to addressing the Commission's proposed workforce diversity policy, the Commission's purpose, and the Commission's membership.

At the end of 2012, the Commission voted eight to three to accept an Equal Opportunity and Affirmative Action Policy created by the Commission's Diversity Committee and to bring the recommended policy to the attention of the Board of Selectmen at a meeting with at least two members of the Board. Following the vote, Chairman Dr. Ed Wang, Vice-Chairman Karen Fischer, and associate member Kay O'Halloran resigned from the Commission. The resigning members were the three votes against the proposed Policy.

In early 2013, the temporary chair of the Commission and the chair of the Diversity Committee met with Selectmen Betsy DeWitt and Nancy Daly to discuss the Policy and next steps. In light of a perceived tension between the Commission and the Human Resource Board's responsibility for workforce diversity, the proposed next steps included presenting opposing warrant articles to the spring Town Meeting or referring the matter to a committee. Nancy Daly appeared at the Commission's January meeting to discuss both options.

Soon after, the Selectmen appointed Brian Hochleutner to fill one of the vacancies left by the three resignations from the Commission. In the ensuing months, the Selectmen received two applications for the Commission and interviewed Cruz Sanabria for membership on the Commission. The Selectmen also announced their intention to form a selectmen's study committee to review the Commission and Human Resource Board's respective responsibilities for workforce diversity. In April, several days after receiving an application from Arthur Conquest, the Selectmen declared a moratorium on further appointments to the Commission, pending the recommendations of their study committee.

The spring Town Meeting addressed two articles relating to the Commission. Article Nine, submitted by the Town Administrator, proposed to eliminate the Human Relations Department and consolidate staff support for the Commission in the Health Department. Article 10, submitted by three members of the Commission's Diversity Committee and three Town Meeting members, proposed to clarify the Commission's responsibility for workforce diversity and to adopt the goals of Governor Deval Patrick's executive order on affirmative action. In anticipation of the issues raised by the articles, the Commission and the Selectmen organized a well-attended forum at Town Hall led by the director of the state's Office of Diversity and Equal Opportunity and the governor's Assistant Secretary for Access and Opportunity. Following a spirited debate, Town Meeting voted to adopt Article 9 and to refer Article 10 to the selectmen's study committee.

Over the summer, temporary chair Rita McNally, Jonathan Davis, and Doreen Wilkinson resigned from the Commission.

The fall Town Meeting addressed the Selectmen's moratorium on appointments to the Commission. Article 17, submitted by a unanimous Diversity Committee, asked Town Meeting to approve a resolution recommending that the Selectmen appoint three applicants of color to the Commission, Cruz Sanabria, Arthur Conquest, and Dwain Tyndal, and fill all remaining vacancies. Town Meeting voted to approve an amended Article 17, which called upon the Selectmen to end the moratorium on appointments.

In the late fall, the Selectmen ended the moratorium and began to interview candidates for the Commission. In early 2014, the Selectmen appointed Alex Coleman, Brian Myles, Anthony Naro, Kelly Race, and Ernie Frey to the Commission. The newly constituted Commission elected Mariela Ames to serve as the Chair of the Commission.

In addition to addressing issues relating to its role and membership, the Commission also dealt with other matters. For instance, in the fall, six of the Commission's seven members signed a letter to the Chair of the Board of Selectmen requesting information about a black firefighter's discrimination complaint. The Commission also heard from a black business owner who described being called a racial slur in north Brookline near the Boston University campus. In the context of these complaints, the Commission clarified to its staff that the Commission should be informed of all complaints of discrimination.

Commission for the Arts



*Back L-R: Jonathan Lewis (Treasurer), Gillian Jackson (Administrator), Evelyn Cohen, Chris Santos, Susan Mulski, Lea Cohen, Mori Insinger
Front L-R: Erik Hansen, Joe McGonegal (Chair), Jack Curtis*

The Brookline Commission for the Arts (BCA) serves as the Local Cultural Council for Brookline. The BCA is primarily responsible for the stewardship and disbursement of a yearly financial allocation from the Massachusetts Cultural Council (MCC) to fund local artists and arts and cultural organizations serving the Brookline community. The BCA also oversees the Town Hall Wall exhibition series, serves as an approval board for public art requests for the Town, and as an advisory board to the Selectmen on arts-related projects.

Grant-making Activities

21 individuals or organizations applied for grants in 2013 down from 26 in 2012. Total amount applied for: \$18,953.

The BCA 2013 allocation from the MCC of \$9,350 was \$1,170 higher than in 2012.

MCC grants were awarded to the following individuals/organizations in December 2013:

Coolidge Corner Community Chorus; Baker School PTO; The Genki Spark; BATV; Brookline Historical Society; Puppet Showcase Theatre; Brookline Teen Center; Non-Event; Coolidge Corner Library; Dance Caliente; John Root; MassMouth Inc; Gregory Maichack.

Town Hall Walls

This project continues to thrive under the direction of four commissioners; Mori Insinger, Susan Mulski, Anita Jamieson and Erik Hansen plus several Brookline arts professionals during the jury process. The following artists exhibited in 2013:

Sean Dunstan-Halliday, Kristin Selesnick, Wendy Soneson, Barry Briss, Shuk-KuenTse, Elissa Barr, Ed Stitt, Barnett Berliner, Anita Jamieson, Natalia Shapirovsky, Jean Stringham, Judy Mason.

Other Activities

Grant Reception

A Grant reception was hosted in May by the BCA at the Main Library where each grantee made a short presentation about their project.

Grant workshops

Grant Workshops were hosted by the Commission in September for artists and organizations. These were free and publicized online, via email, and in the Brookline Tab, and attracted several people new to the application process.

Brookline Poet Laureate

2013 was the second year of a two-year term for Brookline's first poet laureate, Judith Steinburgh. Judith has continued to work tirelessly providing poetry events around town, including a second "World of Poetry in Brookline" at the main library featuring poems read by 10 readers in 10 different languages, and the Poetry Brookline project featuring 30 readers aged 9-80. She also produced, with Feng Yang, an online interactive poetry map of Brookline.

Personnel Changes

Chris Santos, Sarah Morris and Lea Cohen joined the commission and the six-year terms of the following dedicated commissioners expired in 2013: Gavin Andrews, Kate Ewen, Jen Guillemin and Katherine Lapuh.

Future

Joe McGonegal, Chair, continues to lead the commission in new directions. The commission is always looking to expand its support of artists in Brookline and 2013 saw the formation of a fundraising subcommittee that would look for both short and long-term funding opportunities for the commission's projects and expand its annual grant disbursement potential.

Commission for Women



The **Brookline Commission for Women** (BCW) strives to support women in all aspects of their lives and to promote the cultural, racial, and economic diversity of Brookline. We accomplish our mission by making ourselves a visible resource for women in the community; collecting and disseminating information on women's issues; cooperating with other town agencies, other women's commissions and service organizations for addressing women's issues; raising funds in support of our mission; offering programming consistent with our mission; and bringing women in Brookline together.

In January 2013, the BCW held its 4th Annual Children's Clothing Drive as part of Brookline's 4th Annual Climate Action Week. Hundreds of pieces of clothing and toys were collected during this two-day drive. Clothing was distributed to local families as well as to Cradles to Crayons and to Newborn Necessities, an outreach program at Massachusetts General Hospital.

In March 2013, the BCW held its 21st annual essay contest among 5th, 6th, and 7th graders. Each year, students are asked to write about a "Woman Who Inspires Me." The essay contest winners and the special woman in their lives are invited to a reception to honor these exceptional women who have impacted so many young people. Also as part of this event, the BCW honors one woman from the community who has made a remarkable impact on the Town and people who live here. The 2013 Brookline Woman of the Year was Rita McNally for her efforts to promote cultural, racial and economic diversity and equality in Brookline. This event is held each March in celebration of National Women's History Month.

In April 2013, the BCW held its first Child Care Forum, where panelists spoke on the various benefits and challenges of different child care options for children in Brookline.

In November 2013, the BCW held its 9th Annual Dress for Success Clothing Drive. The Dress for Success program is a not-for-profit organization that offers services to underprivileged women entering the workforce. Each client receives one suit when she has a job interview and a week's worth of separates when she gets the job. Thousands of pieces of clothing, gloves, scarves, shoes, accessories, and winter coats were collected during this two-day drive for the Dress for Success program, as well as women in need in Brookline.

Looking forward into 2014, the BCW will further its work to support and promote women in Brookline. The BCW will continue to work with our local partners throughout the Town to identify and address the needs of women in Brookline. Throughout 2014, we will have a guest speaker from organizations in Town at our monthly business meetings who can help inform us about local needs and discuss ways in which we can work collaboratively, such as the Brookline Food Pantry, the Brookline Community Center and Brookline Community Mental Health.

We look forward to celebrating our 22nd Annual Women Who Inspire Us Event on March 26, 2014. We continue to use social media to reach women in the community and share important news related to women, thereby making us more accessible and more informative to our community. New initiatives have been added to our agenda which include forums on child care options in Brookline, partnering with the Brookline Health Department for a program during National Public Health Week in April, running our annual women and children's clothing drives, holding forums for women on important topics such as child care options, women's health and money management, and working to address hunger and food insecurity in Brookline.

Information Technology Department

Kevin Stokes, CIO

Administration

2012 was a busy year for the Information Technology Group. Chief Information Officer Kevin Stokes, Administrative Assistant Stephanie Orisini, Director of Applications Feng Yang, Network Manager Zera Y Assefa and Help Desk Manager Karen King continued to meet with department heads, users and residents to ensure technology solutions are continuing to drive efficiency and transparency in our daily operations.

The Town continues to invest in technology in order to improve departmental operations, enhance citizens' interaction with their local government, and realize efficiencies. Often times, a relatively small investment in IT can yield significant results, whether they be a decrease in operating expenses, an improvement in service delivery, or an improvement in a resident's experience in conducting business with a department.

The IT department continued to streamline operations, examine processes and re-align partner relationships in support of Town and School departments. Continued investments in infrastructure ensure that adequate network and storage capacity allow for continued growth and processing power of the "Brooknet" computer network.

In 2013, the Town launched our very own Twitter and Facebook pages. From a relatively quiet rollout, tweets and Facebook postings began to provide timely information, slowly gaining followers and, after several months, became a key communication channel for information.

Town organizations including Public Safety and Public Libraries worked with the School District to better engage and update the public and advise of critical events around Public Safety, Public Health, weather related matters and coyotes.

Application Management

It has been another productive year for the Application Management group under the guidance of the CIO, Mr. Kevin Stokes, and managed by Ms. Feng Yang, Director of IT Applications. The group consists of the following technical staff: Ben Vivante, Web Developer; Jed Fehrenbach, GIS Database Administrator & Web Developer; Gene Sun, SQL Server Database Administrator; Dale Junicke, Programmer Analyst; and Steve Sullivan, Senior System Analyst.

We continue to apply the best techniques in managing application life cycles, keep all major enterprise and cross-departmental applications up to date for security and feature enhancements, and fine tune preventative measures to maximize uptime. In addition, we are closely monitoring application performance and remain focused on system consolidation and integration. We have also expanded to implement new application functionalities, streamlined many operational tasks, worked with users to automate business processes, and applied new technologies to help improve efficiency.

The following are a few of the highlights of our accomplishments.

Online License Renewals

Working with the Selectmen's office, we successfully established online accessibility for the process of renewing liquor, food, antique, entertainment and other licenses via our town web site www.brooklinema.gov.

AlertBrookline

Back in the summer of 2013, we successfully set up blackboard connect city for mass notification. The portal is currently open to the general public to sign up to get notifications either via a phone call, an email or a text message during an emergency.

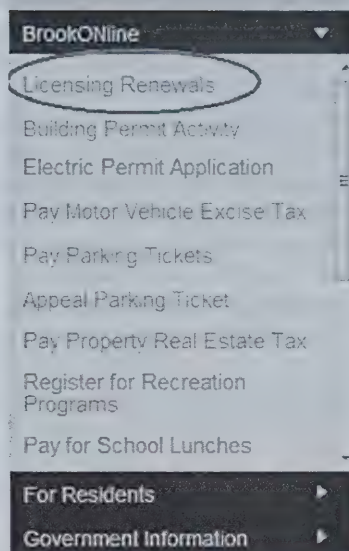
The screenshot shows a web browser window with the URL <https://brookline.bbcportal.com>. The page header includes the Town of Brookline logo and the text "Town of Brookline Massachusetts". The main heading is "AlertBrookline". Below this, there is a registration form with the following text:

Please login or register here to receive phone or text messages from Town of Brookline during an emergency.

You may enter multiple phone numbers, email addresses and text numbers. You will be able to edit these at this portal. Additional members of your household can create their own account here as well, using a different email from yours.

If you are having difficulty with the login process, please contact publicaffairs@brooklinema.gov.

The form includes fields for "Email:" and "Password:", a "Forgot your password?" link, a "Remember me" checkbox, and "Login" and "Sign Up" buttons.



Munis Payroll Conversion

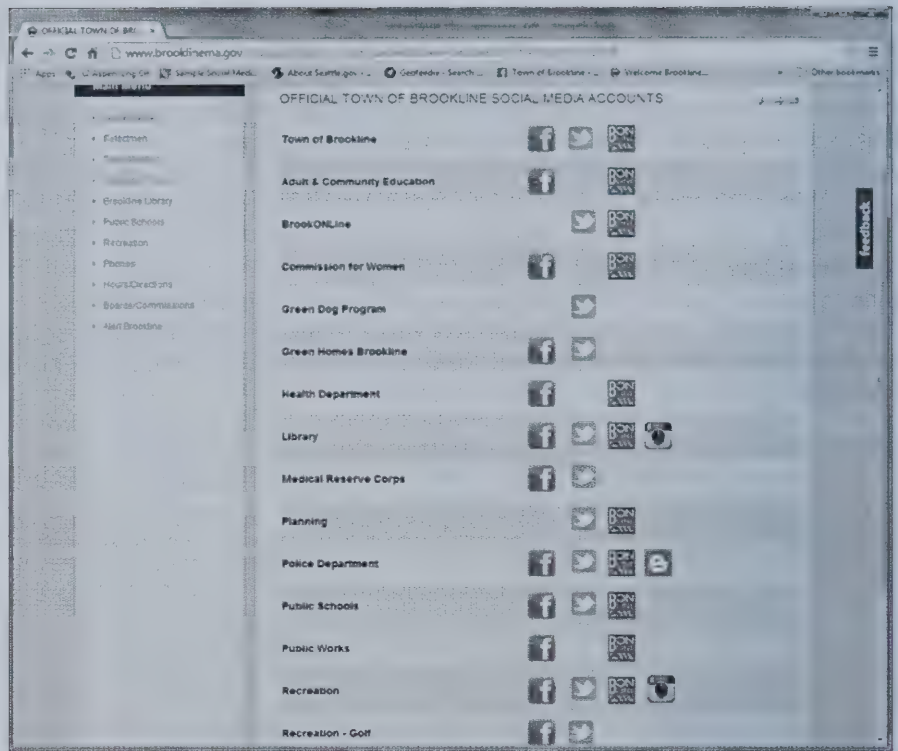
Working with the Finance, School and Human Resources departments throughout 2013, the Town successfully converted its outsourced payroll system to Munis payroll in-house, featuring a brand new employee self-service portal.

Paperless continues...

As part of our continuing efforts for the Town to go paperless, in collaboration with the Building department, we converted historic index and aperture cards into a digital format, providing easier access for research and lookup.

Social Media

2013 was the year of social media in Brookline. The Town now has an active presence on Facebook and Twitter, with more than 1200 Twitter followers, and more than 370 Facebook likes by the end of 2013. By utilizing these social media sources in addition to our Town website, we have created a capable system of keeping the general public informed and engaged. A centralized social media web page was created for easy lookup. Social media guidelines were established, and major social media accounts are archived for e-discovery purposes.



Intranet

A new Town intranet was introduced this year for better communication with employees.

eCommerce

In 2013, we continued the efforts to work with the eCommerce Committee and other departments to provide more online services, including summer school registration, a public school store with MySchoolBucks.com, and Selectmen's license renewals. We also have assisted in enabling the Transportation, DPW, Health, Building and the Selectmen's Office departments with acceptance of credit cards online.

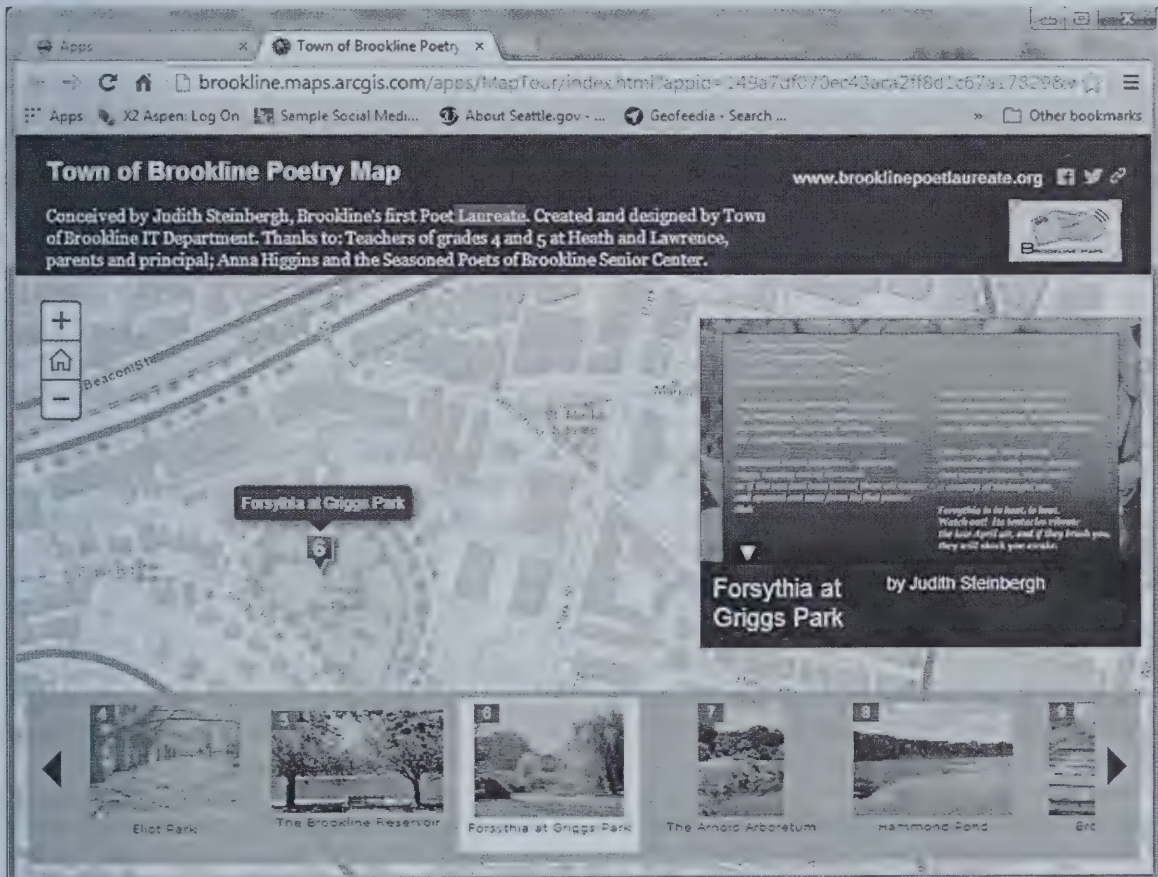
GIS in Action

GIS has proven again to be an excellent analysis tool for the School department, School Committee and the Override Study Demographic Subcommittee when analyzing school age population distribution and potential growth.

Many GIS data layers have been updated and new data was built into the GIS data main repository, including LiDAR, solar potentials, Census 2010 demographics, signs, pavement markings, etc.

GIS integration with other systems continues with Cartegraph on signs and pavement, as well as with the new upgraded AssessPro Mass Appraisal system.

We continue to tell Brookline stories with story maps that showcase Brookline's wonderful parks and playgrounds, Brookline poetry by our very own poet Laureate and 4th graders in Brookline Public Schools, and many other facilities.



Finance

Stephen Cirillo, Finance Director
Treasurer / Collector
Pension Board Member
OPEB Board Member

Overview

The Department of Finance was created by MGL Chapter 25 of the Acts of 1993. The purpose of the Act was to consolidate all of the fiscal and financial related activities of the Town into a single department in order to attain efficiencies and economies of scale, to reduce or eliminate duplication and overlapping of services, responsibilities and functions, and to improve the communication and coordination between and among the various offices and agencies of the Town.

Treasury Division

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 2012. In addition, I have also included a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury, Collecting, and Payroll sub-divisions for the year. Details of cash transactions and debt activity are also contained in the Annual Audit Report, which can be found in the Town Comptroller's Office, the Library, the Town Clerk's Office, and on the Brookline web-site at www.brooklinema.gov. I believe that this approach provides more relevant information to our readers.

This Department of Finance was created in 1994 with the consolidation of several independent departments. The reorganization has continued and has strengthened. The functional workgroups that were initially created to provide more effective service and internal cross training are working out very well. Internal coverage for periods of peak needs was expanded. The specialized tax administration units continue to demonstrate their value to taxpayers. Indications are that public service has significantly improved. As will be noted below, with the use of electronic commerce techniques and an after-hours Town Hall mailbox, we have developed a 24 hour/7 day per week service capability to our taxpayers.

Payroll Sub-Division

The Payroll Sub-division continues to streamline processes to ensure accurate and timely payments to employees, payment of associated payroll taxes and various payroll deductions. The Sub-Division is a function within the Treasury Division of the Finance Department and works under the direction of the Town Finance Director.

The Green initiative called "Green Payroll" has increased the volume of paperless checks for Town and School employees. Direct deposit has also expanded with the School Department having 96% and the Town Department's having 82% of their staff paid by this method. In addition, more departments are sharing information via the Laserfiche image documentation system, eliminating the need for duplicate copies of the same information. Neither initiative has incurred any additional cost to the Town.

The Sub-division took the lead on the Pay Roll software conversion from our prior vendor, Harpers, to our new vendor, MUNIS. That piece of the conversion was completed on January 1, 2014. The project took fourteen months to complete and Town and School employees worked countless hours at night and on weekends to finish the task. The remaining two pieces of the conversion, Applicant tracking and Employee Self Service will also be implemented, with an estimated completion date of July 1, 2014. The end result will be an improvement in both payroll and Human Resources functionality and a reduction in overall cost to provide payroll services.

The Sub-division is responsible for the oversight of all payroll activities including accurate and timely payments to 1,397 Town and 2,202 School employees, along with the related employee and employer deductions, taxes, wage reporting, and collective bargaining compliance issues. This unit oversees and audits payments of over \$135.8 million in payroll along with the related \$23 million in a vast array of deductions and \$23.9 million in several payroll taxes.

The Sub-Division has expanded services provided to all departments with training programs, monthly drop-in seminars and easy access to department specific reports. The payroll section of Brookline's new intranet has

been updated to include more information to keep employees informed with easy access to all payroll forms and any payroll changes.

Cash Management Sub-Division

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of all debt and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements for the fiscal year that began on July 1, 2012 and ended on June 30, 2013 are as follows:

Cash & Invest 7/1/2012	\$ 88,270,968.90
FY 2013 Cash Receipts	286,292,796.15
FY 2013 Disbursements	<u>(280,417,091.42)</u>

Town Cash & Invest 6/30/2013	94,146,673.63
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Library Cash & Investments	4,682,105.00
Retirement Cash & Investments	<u>222,186,487.00</u>

Total Cash & Investments	\$ 321,015,265.63
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\$255,765 in investment income was earned during the year. This was a decrease from the prior year and was the direct result of the numerous reductions in interest rates that the Federal Reserve Bank voted during this period because of the poor economic climate. We continued to exercise the aggressive cash management program that was instituted during the latter part of 1994. This enabled us to continue to maximize the rates of returns despite the economic recession and helped mitigate the reduction in earnings that was being experienced throughout the world. Use of an automatic "sweep" account that invests funds each night, along with a weekly interest rate bidding request program, have insured that we are able to obtain the highest rates available while maintaining safety and liquidity throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Town has now implemented the "Prudent Investor" standard. Finally, the Town has changed its primary bank from RBS Citizens Bank to two other financial institutions, Brookline Bank and Century Bank.

Bank Service Charges

Through an on-going competitive bidding program, we continued to attempt to minimize bank service costs while the level of bank services increased. Our costs were \$54,756 in FY2013, which was directly attributable to our Electronic Commerce, reduction of interest earnings to offset expenses, and credit card acceptance initiatives that were introduced during the second half of fiscal 2001. In the last decade, bank service charges were costing us about \$150,000.

Debt

As of June 30, 2013 the Town had debt obligations of \$74.8 million in principle and \$16.0 million in interest payments. During 2013, the town financed and refinanced \$12.375 million for several projects. The projects receiving new borrowing included the Runkle School, the Carlton Street Foot Bridge, Waldstein and Warren Parks, the Unified Arts Building, and storm drains. The projects refinanced were the CY 2005 Landfill, the CA 2006 Train Health Building, and the CY 2006 sewer project. The interest rate of the borrowing is 1.616%.

Accounts Receivable Sub-Division

For Fiscal Year 2013, this Sub-Division was responsible for the billing, collection, recording, and reconciliation of annual property taxes (\$166.7 million), Personal Property taxes (\$3.5 million), Motor Vehicle Excise taxes (\$5.4 million), Water & Sewer Utility Fees (\$25.9 million) and Refuse Collection and Disposal Fees (\$2.69 million).

In 2003, this Sub-Division was reorganized under the leadership of an Assistant Collector. In FY2004 the Sub-Division began to reconcile accounts receivable on a monthly basis, providing a more efficient year end closure of the Town's financial books. In 2005 the sub-division assumed responsibility for posting all water and refuse payments.

Another accomplishment of the Sub-Division was to shorten the age of accounts receivable. The accounts receivable of six prior fiscal years within the Personal Property Tax receivables class have been collected and closed out. Prior year Excise tax receivables have also been collected, abated and closed out.

In the last fiscal year the Sub-Division implemented a new internet payment system. The new system includes voluntary paperless billing, automatic payments, scheduled payments and the ability to view payment history.

Property Taxes

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Unpaid taxes remained among the lowest they have been in over 25 years. The collection program described in the 1994 Annual Report has been very effective. Uncollected real and personal property taxes as of June 30, 2013 were \$2,147,823, representing a 98.7% collection rate.

Municipal Lien Certificates

An important responsibility of this Office is the timely and accurate issuance of municipal lien certificates (MLC's). This document is required before buyers and sellers of property can finalize any agreements for the transference of any real property. Lawyers and Mortgage Lending Institutions depend upon this service. The owners of property about to be conveyed generally require immediate attention. We issued approximately 1,997 MLC's during FY2013, some for Town use. Improvements in automation have reduced the completion time to approximately two days. General Law requires these documents to be completed within ten working days of receipt. We continue to receive many favorable comments for timely and accurate service from the various legal firms in the area.

Motor Vehicle Excise

We continued to participate in the Registry of Motor Vehicle license renewal and registration renewal marking program. The failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Uncollected excise at the end of the year was \$466,703. We continued to collect over 93.87% of the more than 33,778 bills issued each year on a timely basis.

Summary

Again, your Treasurer/Collector presents these accomplishments with pride. They signify our collective efforts on behalf of our community. One of the most significant messages subliminally contained within this report is that the staff is a team of professional public sector employees. A strategic initiative of cross-training has created a dynamic yet flexible staff that can address any issues that are presented. They take pride in providing a high level of quality service for their constituents. As the manager of the Division, I express my genuine appreciation to this exceptional staff of dedicated people who continue to make this all happen. My very personally satisfying job and our many successes are a direct result of their exemplary performance. I remain forever grateful to each and every one of them.

I also wish to thank the Community for their continued support and response to all of our appeals. Tax collecting is never a "fun" task, but the vast majority of our taxpayers understand what we need to do in order to keep our financial house in good condition, and this understanding is what enables us to present these accomplishments. We really are grateful to all of you.

Comptroller's Division

The Comptroller's Office is responsible for the timely and accurate processing of vendor payments, cash receipts and general ledger transactions, and numerous federal and state reporting functions, including the Commonwealth's Schedule A and free Cash certification. In addition, the Comptroller serves on the Brookline Contributory Retirement Board.

Accounts Payable personnel, in conjunction with input from a variety of Town Departments, continued to service nearly 5,000 active vendors, processing approximately 37,000 invoices during the calendar year.

The Accounts Payable personnel routinely audits all invoices before the payments are processed and then matches up the resulting checks with their supporting documents for archiving in-house. In addition, the

Accounts Payable team has spent considerable time and effort training departmental users throughout the School and Town in the appropriate use of the accounts payable system.

Financial Reporting

The Comptroller's staff worked closely with the auditors to ensure compliance with Generally Accepted Accounting Procedures and the promulgations of the Government Accounting Standards Board in the daily financial activities of the various Town departments and in the preparation of the Town's annual financial statements.

Personnel, Schools, DPW, Water & Sewer, Building, Fire and Police Departments are utilizing the General Billing module.

The Comptroller's staff continues to provide training and support for the departmental users in General Ledger queries and reports and Accounts Payable, General Billing and Cash Receipts input and processing and reporting of departmental financial data via customized Crystal Reports developed in the Comptroller's Office. Over 200 users in the Town and School offices have been trained in the Town's MUNIS Financial system in basic Crystal Report running.

Closing

The Comptroller and his staff worked closely with other key departments to enhance internal controls and financial processing and reporting with the Town. The Comptroller gratefully acknowledges the fine efforts of his staff, in conjunction with the efforts of other Town Departments, which have contributed to another successful year.

Assessors Division



Board of Assessors

L-R: Gary McCabe, Harold Peterson, Mark Mazur

The mission of the Board of Assessors is to assess all property in the Town of Brookline in a fair and equitable manner and in accordance with the laws of the Commonwealth of Massachusetts, the guidelines of the Department of Revenue and the Uniform Standards of Professional Appraisal Practice. Our purpose is to promote the fair and equal treatment of all taxpayers in the Town of Brookline in the administration of the property tax, motor vehicle excise tax and related exemptions; to assess all property at its full and fair cash value as of January 1 of each year and to employ valuation methods and techniques appropriate for each class of property, and to maintain public records necessary to administer the taxes of the Town of Brookline, and to objectively review the petitions and concerns of taxpayers.

Accomplishments

- Updated the Assessors' website to include additional data for apartment, commercial and mixed-use properties.
- Provided \$1.0m in Overlay Reserve Account surplus by reducing the case load of outstanding Appellate Tax Board appeals through settlement negotiations and defense of value appraisals.
- Began implementation of a major update to the Assessors' computer-assisted mass-appraisal system to the Patriot Properties' AssessPro version 5.0 .Net. The new system will be fully implemented for use in the FY2015 town-wide property revaluation. AssessPro version 5.0 is built on the .NET Framework, which is an integral Windows component that supports building and running the next generation of applications and XML Web services.
- Assisted in the expansion of the Town's PILOT program to include Newbury College and the renewal of the Chestnut Hill Benevolent Association.
- Engaged in a professional affiliation host program through the U.S. State Department's Hubert H. Humphrey Fellowship Program and Boston University to host Mr. Sanghun Oh, a Senior Deputy Director for the National Tax Service in Seoul, South Korea for 12-months. Mr. Oh is conducting research on local and state tax revenue systems.

2014 Objectives

- Complete implementation of a major update to the Assessors' computer-assisted mass-appraisal system to the Patriot Properties' AssessPro version 5.0 .Net.
- Using the new version of AssessPro, implement a program for online filing of certain assessment forms, including personal property tax returns (Form-of-List), Form 3ABC – Return of Property Held for Charitable Purposes, and property income & expense statements.
- Complete a town-wide comprehensive property revaluation using the new version of AssessPro and updated market based valuation models. Complete field review of new assessments.
- Manage the process of the triennial certification of values by the Department of Revenue's Bureau of Local Assessment, including statistical testing of assessment levels and procedural audit of valuation practices and models.
- Expand use of town's integrated GIS-CAMA capabilities, including a graphic interface of sales data within neighborhoods and tracking value changes.

The assessors will also continue to be diligent in the discovery of taxable property and allowable levy growth for fiscal year 2015 and beyond using the town's technology resources and sound assessment practices. The table below contains a comparison of the FY2013 and FY2014 total assessed values by major property class.

Property Class	FY13Valuation	FY14Valuation	Δ
Residential	14,045,797,140	14,744,840,400	4.98%
Commercial	1,274,617,400	1,392,313,500	9.23%
Industrial	14,225,100	13,929,900	-2.08%
Personal Prop.	184,589,740	191,578,140	3.79%
Total Taxable Property	15,519,229,380	16,342,661,940	5.31%
Tax Exempt	1,874,262,100	1,980,736,000	5.68%

Purchasing Division

The Purchasing Division is responsible for the procurement of all goods & services for all Town and School Departments. The division's ongoing role is to ensure that all Departments are getting the best value, by using good business practice, quotes, bids and proposals, as well as established contracts. The procurement process complies with applicable laws, such as M.G.L. Chapter 30B, which was enacted by the State and adopted by the Town in 1990.

Purchasing manages all subsequent contracts and agreements that are entered into by Town and School Departments. General Services is part of the Division, providing mail and printing support for Town and School departments.

Personnel

The Purchasing staff consists of: Chief Procurement Officer David Geanakakis, Procurement Officer Richard Saville, Buyer Bill Pappas, and Senior Office Assistant Arlyn Williams. General Services staff consists of: Supervisor of Mailing & Printing Timothy Sullivan and Mail Clerk Morgan Laing-Buckland. Mary Clover O'Brien departed in May after 9+ years of service to the Town. We would like to say thanks for her many contributions to the department and especially for supporting the School Department.

David commends all Division staff for their hard work over the past year during a period of staffing change, and for continuing to provide pleasant, informed, and consistently high level of service to Town and School Departments on a daily basis.

Purchasing Activity

During the past year, the Purchasing Division issued nearly 10,000 purchase orders and conducted nearly 80 public procurements, for the various departments. Procurements are done using the appropriate open and competitive process. With the assistance of the requesting department, Division staff develop specifications, investigate and seek out potential vendors, evaluate & award contracts, and monitor vendor performance.

Contracts for goods and services are managed by the Division staff and used by all Town and School departments. Cooperative and State contracts are used when applicable. Examples are: office supplies, copiers, information technology, school lunches, telecom, furniture, consultants and insurance. Significant items from the past year were:

- Town Department Bids and RFPs:
Sports Camps, Jockey Boilers, Collection Service, Electronic Voting Equipment for Town Meeting, Single Space Parking Meters, Master Lease Purchase Financing, Tree Chipper, Organizational Consulting Services, 27 Ackers Lease Workers Compensation Injured On Duty Case Admin Management Third Party Administrator, Motorized Crawler, Tank and Fence repair, Water Meters, LED Lights, Kerrigan Place, Ready Mixed Concrete
- Continued to prepare issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional Cities and Towns. Obtained savings for FY14 with gasoline fixed price of \$3.15 per gallon and diesel fixed price of \$3.20 per gallon.
- Town and School contracts were rebid or renewed with ongoing improvement of products and services
- Continue to manage the annual computer leasing process, with the assistance of the Information Technology Department. This resulted in standardized models, one vendor, one annual payment, low prices, faster ordering process & deployment, and competitive interest rates.
- Continued to add scanning feature to upgraded Town and School photocopiers to reduce paper use and continued to reduce cost of maintenance
- Continued to expand purchases from other cooperative contracts due to changes in MGL Ch. 30B
- Purchased additional hybrid vehicles: Toyota Prius and Ford Fusion, for various Town and School Departments.

Support to the School Department

Procurement Officer Richard Saville and Senior Office Assistant Arlyn Williams are the Division's primary liaisons to the School Department. They dedicate much of their time to support School Department purchases and projects, but all staff support School purchases. Significant items from the past year were.

- School Department Bids, RFPs and renewals:
RFP for Medicaid Billing and Collection Services, Full-Service Snack Vending
Co-Op Bid for Full-Service Canned & Bottled Beverage Vending, Pizza, School Space, Full-Service hamburgers and chicken sandwiches
- Supported past and upcoming School construction projects with planning for bids and contracts: telecom, furniture and fixtures, peer review, and testing

- Continued to use office supply vendor online ordering for School Department
- Continued using Purchasing Card (PCard) program with School Departments for appropriate purchases
- Continued participating in several purchasing cooperatives (Somerville, Waltham, Methuen, Medford, Quincy) for increased savings in food services.
- Continued to upgrade the majority of the photocopier fleet within both the Town and School departments, taking advantage of a cost-savings offer of free maintenance service, resulting in significant savings.
- Renewed contract for paper towels, toilet tissue & hand soap for the School, and included Town Department requirements.
- Renewed snack and beverage vending contracts, receiving commission from soda and snack machines amounting to \$4,279.35 in FY13.
For the first half of FY14, commissions generated \$2,041.07.
- Renewed several school bids: rental of tables and chairs, student bus and METCO transportation services, printing of Adult Education catalog.
- Continue to use state contract vendors who offer competitive prices

General Services Activity

General Services provides centralized printing and mailing services for all Town and School departments. Services are done in the most economical manner, primarily on site, with outside vendors if needed. Offset high quality printing and pick-up & delivery mail services are done by the print shop and mail room.

- Purchased a new vehicle for Mail transport, a Ford Transit, replacing a 1994 Ford Explorer.
- Continued to work with existing telephone carriers to eliminate lines and change service as required to reduce costs, working with the IT Department. Continued to promote in-house print capabilities to lessen the costs of outside printing. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, Council on Aging newsletters and other materials continue to be printed internally.
- Continued to review current cell phones provider and changed plans and phones, to lower costs and improve service.
- Continued to promote in-house print capabilities to lessen the costs of outside printing. The Annual Report, Financial Plan, Financial Trend Monitoring Report, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, Council on Aging newsletters and other materials continue to be printed internally.

Retirement

Frank Zecha, Director



Retirement Board

L-R: Maryruth Capite, Robert Ward, Michael DiPietro, Stephen Cirillo, James (Chet) Riley, Frank Zecha

The Brookline Contributory Retirement System administers the defined benefit plan for most Town of Brookline employees, with the exception of teachers and school administrators, whose program is administered by the Teachers' Retirement System. The defined benefit plan, governed by Massachusetts General Laws Chapter 32, provides retirement, disability, survivor, and death benefits to members and their beneficiaries.

The System has a five member Board which is responsible for ensuring that the system is operating in compliance with M.G.L. Chapter 32. The Chairman of the Board is James (Chet) Riley, one of the two elected members, with Rob Ward, Chief of Operations for the Brookline Fire Department, being the other elected member. Director of Finance Stephen Cirillo serves on the Board pursuant to an appointment by the Board of Selectman. Brookline Comptroller Michael F. DiPietro serves as the ex-officio member, as required by M.G. L. Chapter 32, and Gary Altman, an attorney who works full-time as a labor arbitrator and mediator, was chosen by the four Board members to serve as the fifth member.

As of December 31, 2013, there were 3,493 members, 1,265 active members, 848 retired members or their beneficiaries and 1,248 inactive members. During 2012 the Board voted to grant 24 superannuation and 3 accidental disability retirement allowances. The Board also approved 44 refunds and 51 transfers of member accounts.

The current staff is comprised of: Frank Zecha, Executive Director; Maryruth Capite, Deputy Director of Finance; and Kimberly McCormick, Administrative Assistant. The staff is responsible for: financial transactions; reporting of investment activity, comprehensive pre- and post- retirement counseling to employees and their families regarding their rights and benefits; issuing monthly pension payments to retirees and /or their survivors; and other required governmental reporting.

The system has Russell Investments as its OCIO. The Board establishes investment policies, and allocates system assets to various investments.

The Retirement System is valued at \$245.5 million as of December 31, 2013. In calendar year 2013 the System had a 12.0% rate of return. The 25 year rate of return is greater than 8.00% annually.

TOWN OF BROOKLINE TELEPHONE DIRECTORY

MAIN NUMBER 617-730-2000

EMERGENCY TELEPHONE NUMBERS

POLICE	911
FIRE	911
HIGHWAY	730-2160
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)
	730-2222 (evenings & weekends)

<u>DEPARTMENT</u>	<u>TELEPHONE</u>	<u>FAX</u>	<u>TTY</u>
ASSESSORS	730-2060	739-7572	(Phone Devices for the Deaf)
BUILDING	730-2100	739-7542	
COMPTROLLER	730-2022	730-2298	
COUNCIL ON AGING	730-2777	730-2761	730-2777
ECONOMIC DEVELOPMENT	730-2468	730-2442	
FIRE (office)	730-2272	730-2728	
FIRE (non-emergency)	730-2260		
HEALTH	730-2300	730-2296	730-2327
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296	
INFORMATION TECHNOLOGIES	730-2003	739-7571	
LIBRARY			
MAIN LIBRARY	730-2345	730-2160	730-2364
COOLIDGE CORNER BRANCH	730-2380		
PUTTERHAM BRANCH	730-2385		
ADMINISTRATIVE OFFICE	730-2360	232-7146	
PERSONNEL	730-2120	739-7519	
PLANNING	730-2130	730-2442	
POLICE (non-emergency)	730-2222	730-8454	734-2952
PRESERVATION COMMISSION	730-2089	739-7542	
PUBLIC WORKS			
ADMINISTRATIVE OFFICE	730-2156	730-2258	
CEMETERY	730-2179	730-2258	
CONSERVATION	730-2088	730-2258	
ENGINEERING	730-2139	730-2258	
HIGHWAY	730-2156	730-2258	
PARK/FORESTRY (non-emergency)	730-2149	730-2167	
WATER/SEWER (non-emergency)	730-2170	730-2258	
RECYCLING HOT LINE	730-2500		
PURCHASING	730-2195	264-6446	
RECREATION			
MAIN OFFICE	730-2069	739-7531	739-7698
GOLF COURSE	730-2078		
GYM	713-5422		
HIRE ONE	730-2779		
RAFT PROGRAM	739-7598		
SKATING RINK	739-7518		
SWIMMING POOL	730-2778		
RETIREMENT	730-2028	730-2298	
SCHOOLS	730-2400	730-2108	
ADULT AND COMMUNITY EDUCATION	730-2700		739-7656
SELECTMEN	730-2200	730-2054	730-2213
TOWN ADMINISTRATOR	730-2211	730-2054	
TOWN CLERK	730-2010	730-2298	730-2572
TOWN COUNSEL	730-2190	264-6463	
TRANSPORTATION	730-2177	730-2258	
TREASURER	730-2020	730-2298	
VETERAN'S SERVICES	730-2112	730-2296	

TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638
Incorporated: 1705
Population: 58,666
Land Area: 6.82 Square Miles

Government: Representative Town Meeting (240 Elected Town Meeting Members and eight at large) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County. Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

FY 2014 Assessed Valuation: \$16,342,661,940

FY 2014 Tax Rates:

Residential \$11.39

Commercial \$18.50

Residential Exemption \$175,127

Political Parties and Designations

Democrat	18,591
Republican	2,716
Unenrolled	17,313
American Independent	9
Conservative	2
Green Party USA	11
Green Rainbow	47
Libertarian	66
MA Independent Party	2
Natural Law Party	1
Socialist	3
Timesizing Not Downsizing	1
Interdependent 3 rd Party	5
Working Families	1

Brookline LegislatorsUnited States Senators

Elizabeth Warren

Edward J. Markey

United States Representative Congress

Joseph P. Kennedy

State Senator

Cynthia S. Creem

State Representatives

Edward F. Copping

Michael Moran

Jeffrey Sanchez

Frank Israel Smizik

The Town of Brookline is an Affirmative Action/Equal Opportunity employer. The Town of Brookline does not discriminate on the basis of disability in admission, access to, or operations of its programs, services, or activities. The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.

TOWN OF BROOKLINE, MASSACHUSETTS

**REPORT ON EXAMINATION OF
BASIC FINANCIAL STATEMENTS**

FISCAL YEAR ENDED JUNE 30, 2013

TOWN OF BROOKLINE, MASSACHUSETTS

REPORT ON EXAMINATION OF BASIC FINANCIAL STATEMENTS

JUNE 30, 2013

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TOWN of BROOKLINE

Massachusetts

BOARD OF SELECTMEN

BETSY DEWITT, Chairman
NANCY A. DALY
RICHARD W. BENKA
KENNETH M. GOLDSTEIN
NEIL WISHINSKY

MELVIN A. KLECKNER
Town Administrator

333 WASHINGTON STREET
BROOKLINE, MASSACHUSETTS 02445
TEL. (617) 730-2200
FAX: (617) 730-2054
www.BrooklineMA.gov

Letter of Transmittal

To the Honorable Members of the Board of Selectmen and Citizens of the Town of Brookline:

State and Federal regulations require the Town of Brookline to publish at the end of each fiscal year a complete set of financial statements in conformity with Generally Accepted Accounting Principles (GAAP) of the United States of America that are audited in accordance with Generally Accepted Auditing Standards (GAAS) by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the Annual Report on the Examination of the Basic Financial Statements of the Town of Brookline, Massachusetts, for the fiscal year ending June 30, 2013 for your review.

This report consists of management's representations concerning the finances of the Town of Brookline. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the Town of Brookline has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town of Brookline's financial statements in conformity with GAAP. As the cost of internal controls should not outweigh their benefits, the Town of Brookline's comprehensive framework of internal controls has been designed to provide reasonable assurance in accordance with best practices that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The Town of Brookline's financial statements have been audited by Powers & Sullivan LLC, a firm of licensed certified public accountants. The goal of the independent audit is to provide reasonable assurance that the financial statements of the Town of Brookline for the fiscal year ended June 30, 2013, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor rendered an unmodified opinion that the Town of Brookline's financial statements for the fiscal year ended June 30, 2013 are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the Town of Brookline was part of a broader, federally mandated "Single Audit" designed to meet the particular needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of

the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Town of Brookline's separately issued Reports on Federal Award Programs, also known as the Single Audit Report.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The Town of Brookline's MD&A can be found immediately following the report of the independent auditors.

Profile of the Government

The Town of Brookline was founded in 1630 and incorporated in 1705. It is located in Norfolk County and borders Boston to the east, north and south, and Newton to the west. It is approximately 6.6 square miles in area and, according to the 2010 federal census, has a population of 58,732 persons.

Municipal Services

The Town provides educational and governmental services within its boundaries including:

- public education in grades pre-kindergarten through 12 to more than 7,300 students
- police and fire protection, building inspection and animal control services
- highway and roadway maintenance, including snow and ice control and traffic control
- street and sidewalk maintenance
- water and sewer services
- refuse collection/disposal and recycling services
- parks and recreational services, including a golf course and a swimming pool
- library services (one main and two branch libraries)
- senior citizen services and programs, including a Senior Center facility
- public health services, including food outlet inspections, immunizations, and mental health
- veterans services and youth and human services

Governing Bodies and Officers

The Town operates under a Board of Selectmen/Representative Town Meeting form of government. The Board of Selectmen is an elected five-member chief executive body responsible for establishing overall policy leadership and direction. Local legislative decisions are made by a Representative Town Meeting consisting of 248 members and those are then implemented by the Board of Selectmen. A Town Moderator is elected every three years to preside over the proceedings of Town Meeting. Day-to-day administrative authority is vested in the Town Administrator, who is appointed by the Board of Selectmen. The Town Administrator is the chief operating officer and is responsible for the supervision and the administration of all departments except for the School Department, Library, and Town Clerk's Office. The Superintendent of Schools is the chief operating officer for the Brookline Public Schools and is responsible for the supervision and administration of all School operations.

A nine person elected School Committee is responsible for establishing policy for all local school affairs. There is also a nine member elected Board of Library Trustees. A three person Board of Assessors, who are appointed by the Board of Selectmen, are responsible for the assessment of local property taxes. A five member Retirement Board services employees and retirees in all departments, except professional employees of the School

Department who are covered by the Massachusetts Teachers Retirement System, for retirement matters and consists of an ex-officio member, two members elected by active and retired members of the Retirement System, one member appointed by the Selectmen and a fifth member chosen by the other four Board members. A seven member Retiree Health Committee is responsible for the investment of Other Postemployment Benefits (OPEB's) assets. The Committee is made up of the Retirement Board plus two additional members appointed by the Board of Selectmen.

There are a number of other boards and commissions that play a key role in Town affairs, including the Planning Board, Park and Recreation Commission, Building Commission, Transportation Board, Preservation Commission, and Conservation Commission. The Advisory Committee, which is appointed by the Town Moderator, review and make recommendations on all matters to be considered by Town Meeting. In that capacity, it serves as the Town's finance committee.

Audit Committee

The Audit Committee consists of six members with appointment not restricted to the ranks of appointing bodies. The Board of Selectmen, the Advisory Committee and the School Committee each appoint one member and the Town Moderator appoints three members. Current voting members include Nancy Daly (selectmen appointee and chair), Lee Selwyn (Advisory Committee), Ben Chang (School Committee), James Littleton, Gregory Grobstein and Peter Finnerty (Moderator's Appointees). In addition to the six voting members, the Director of Finance (Stephen Cirillo), the Comptroller (Michael DiPietro), the Superintendent of Schools or his/her designee (Peter Rowe), and the Town Administrator or his/her designee (Sean Cronin) serve as nonvoting members of the Committee. The Audit Committee serves as advisor to the Board of Selectmen with respect to the Town's financial condition, financial management systems, and controls and annual audit. In addition, the Committee shall report to Town Meeting as the Committee sees fit on matters within the scope of Town Meeting's concerns. Specific duties shall include, but are not limited to, the following:

“make recommendations to the Board of Selectmen on the selection of and scope of services for an independent auditor; review the annual financial statements and reports prepared by the independent auditor and make recommendations with respect thereto; make recommendations for areas of operations where expanded scope audits or reviews of the internal controls may be appropriate; review and make recommendations with respect to the Town's financial management practices and controls; report to the annual Town Meeting on the recommendations the Committee has made during the preceding twelve months”.

Financial and Management Practices

The Town annually prepares and updates a five-year Financial Forecast, a six-year Capital Improvement Program (CIP), and an annual Operating Budget. These documents are presented in the Annual Financial Plan, which is produced by the Town Administrator's Office in conjunction with the Finance Department, and reviewed by the Board of Selectmen and Advisory (Finance) Committee. Both the Operating Budget and the first year of the CIP are submitted to Town Meeting for adoption as the annual budget. The Board of Selectmen has formally adopted financial policies that guide the preparation of the Annual Financial Plan and can be found in the Appendix of the Financial Plan or online in the “Financial Report Center” section of the Town's website (BrooklineMA.gov). These policies were established in the mid-1990's and have been reviewed and modified accordingly over the years, most recently by the Fiscal Policy Review Committee in both 2004 and 2011.

The five-year Financial Forecast, submitted in December of each year, is a comprehensive review of economic trends on a local, regional and national basis. It analyzes major municipal fund expenditure projections based upon service program assumptions and develops revenue estimates based on economic conditions and prior trends. The forecast presents surplus/deficit projections based on various scenarios of key revenue sources (e.g., State Aid) and expenditure categories (e.g., health insurance, collective bargaining). These scenarios guide both the Board of Selectmen and Town Administrator in the preparation of the ensuing fiscal year's budget.

The six-year CIP, preliminarily submitted in November of each year and presented along with the Financial Forecast in December, comprehensively identifies municipal infrastructure and improvement needs by detailing each project, including cost, potential source(s) of funding, priority need, impact on the operating budget, and ongoing capital maintenance costs. Guided by the Town's formal policy of dedicating to the CIP 6% of the prior year's net revenue, plus free cash to the extent possible to reach a level of 7.5%, the annual plan allows decision makers and voters the opportunity to regularly analyze and decide upon priority project funding. After inclusion in the Town Administrator's financial plan, the proposed CIP is reviewed by the Board of Selectmen, the Planning Board and the Advisory Committee. Then, as part of the budget article at the Annual Town Meeting, projects contained in the first year of the CIP are recommended for funding.

The annual Operating Budget, submitted in February of each year as part of the Annual Financial Plan, follows a program management format that details source and use recommendations for all major funds; details departmental missions, goals, objectives and annual work plans; and details performance measurement and financial management criteria for each budget cycle. The financial plan has again been recognized by the GFOA for excellence in budget presentation. The budget maintains consistency with the Selectmen's financial management standards and policies. The budget funding sources include the General Fund, comprised of revenues including property tax, auto, meals, and hotel taxes, user fee receipts, State Aid, investment income and miscellaneous program income; enterprise funds for the water and sewer operation and the golf course; and the Recreation Revolving Fund. The enterprise funds are intended to be self-supporting through user-based charges.

Principal Executive Officers

<u>Office</u>	<u>Name</u>	<u>Term</u>	<u>Term Exp.</u>
Town Administrator	Melvin A. Kleckner	Appointed - 3 years	2016
Superintendent of Schools	William Lupini	Appointed - 3 years	2015
Deputy Town Administrator	Sean Cronin	Appointed - 1 year	2014
Assistant Town Administrator	Melissa Goff	Appointed - 1 year	2014
Finance Director and Treasurer	Stephen Cirillo	Appointed - 1 year	2014
Town Comptroller	Michael F. DiPietro	Appointed - 1 year	2014
Town Clerk	Patrick J. Ward	Elected - 3 years	2015
Town Counsel	VACANT	Appointed - 3 years	

Tax Base/Local Economy

Brookline is bordered by the City of Boston. It has both urban and suburban features and is characterized by comparatively high property values. Approximately 77% of general fund revenues are financed by the annual tax on property. The remaining revenues come from locally derived receipts (approximately 10%), State Aid (approximately 7%), transfers from other non-general funds (approximately 3%), and Free Cash (approximately 3%).

Residential properties comprise 90.5% of the full and fair value of the property in Brookline and they are responsible for 83.6% of the taxes. The Town has been adopting the tax classification authorization that permits it to set dual tax rates. The current tax rates are:

Residential	\$ 11.65 per thousand of property value
Commercial	\$ 18.97 per thousand of property value

A combination of significant new development and a healthy real estate market has contributed to a steadily growing tax base. The tax base (current market valuation of \$15.5 billion) has increased more than 48% over the past decade, reflecting strong development and real estate appreciation. The Town's tax base is the fifth largest in Massachusetts. Building permit activity continues at a strong pace, having averaged \$2.4 million annually over the last five years. Per capita housing market value of approximately \$250,000 is also among the highest in the state, as is the per capita personal income level, which is \$47,105 according to the 2010 census.

Long-term Financial Planning

The Town continues to manage its financial affairs in a prudent manner. Throughout all of the changes in the economy, increases in expenses and decreased State Aid, the Town has maintained its Aaa bond rating. It has done so by incorporating long-range planning tools such as the five-year Financial Forecast and the six-year CIP; establishing rainy day accounts and budgeting stabilization reserves; prioritizing spending plans and identifying operating efficiencies; developing long-term planning for all liabilities including pension and other post-retirement benefits (OPEBs); investing in technology to make operations more efficient; and growing the tax base in a manner that balances neighborhood concerns with the need for additional revenues.

Brookline has also enhanced its revenue flexibility by utilizing enterprise funds for certain operations. This allows the Town to charge 100% percent of operating costs and capital improvements to the users of certain services so that no tax support goes toward providing these services. This includes the water/sewer and municipal golf course operations. By doing so, the Town is able to provide the maximum tax dollars available to all other services. Cost recovery efforts have also been increased in the recreation area, with the Recreation Revolving Fund picking up more of the costs of their programs. This has allowed for reductions in the Recreation Department's general fund budget.

The Annual Financial Plan

Over the past decade, a number of cost centers have placed significant pressures on the operating budget, including health insurance, pensions, utilities, special education, and school enrollment. These cost pressures have made maintaining the level and quality of services the Town delivers difficult.

Double-digit growth in health insurance premiums were the norm for much of the period from 2004 - 2010, consuming approximately one-third of all new property tax revenue during that time. This line-item increased from \$12 million in FY 2003 to \$24 million in FY 2010. Over the past few years, the Town has taken steps to help blunt the growth in this cost center:

- in FY 2005, consolidated plans and saved \$1.2 million on an annualized basis.
- in FY 2008, plan design changes were implemented that resulted in an annualized decrease of more than \$1 million in the health insurance budget.
- effective July 1, 2010 (FY 2011), the Town and its unions agreed to enter into the Group Insurance Commission (GIC), the state agency that provides life, health, disability and dental and vision services to more than 300,000 state employees, retirees and their dependents. This action enabled the Town to reduce its group health budget from what was expected to be \$25.8 million to \$20.2 million, a savings of \$5.6 million. It also reduced premium withholdings for employees.

Adding to the success story, since moving to the GIC, annual premium increases have been well below the levels realized prior to the move. The 4.4% increase in FY 2012, the 2.2% increase in FY 2013, and the 3.5% increase in FY 2014 were the lowest levels of premium increase since FY 2002 / FY 2003.

Healthcare insurance is provided during the working life of employees and in their retirement. The annual cost of group healthcare insurance referred to in the preceding paragraph represents the premiums paid for a particular year for both working and retired employees and eligible dependents. The accompanying basic financial statements, prepared in accordance with GAAP, reflect additions, costs, liabilities and disclosures related to the healthcare obligation the Town has to its working and retired employees and their dependents, and will have to its working employees in their retirement years. Financial accounting and disclosure for healthcare provided to employees in retirement is established by GAAP for Other Postemployment Benefits, and is referred to herein by terms including OPEB, postemployment, and post-retirement. The Town has developed an OPEB funding plan that results in the Town reaching its Annual Required Contribution (ARC) in approximately 10 years, at which time a 30-year funding schedule can be adopted. (See the "Other Postemployment Benefits" section further below for more detailed information.)

Increases in the Town's contribution to the Retirement System have averaged more than \$1 million per year over the past five years. As a result of the world-wide economic down-turn, government retirement systems experienced significant investment losses in both calendar year 2008 and 2011. Knowing that the calendar year 2008 losses would require the Town to dramatically increase the FY 2012 appropriation, the Town took steps to offset the anticipated budget impact by ramping up to the higher appropriation over a three-year period. This strategy was successful in moderating the budgetary impact in FY 2012. The Town also experienced investment losses in calendar year 2011, although not as dramatic as in 2008. In addition, the Town authorized an increase in the COLA ceiling from \$12,000 per retiree to \$13,000 per retiree. Combined, these two actions required a large increase in the Town's pension contribution for FY 2014. In response, the Town approved additional funding in FY 2013 to offset the increase in the following year. Lastly, the FY 2014 pension appropriation was increased by \$200,000 above the amount required per the funding schedule and \$500,000 from Free Cash was appropriated into the pension fund, both measures taken with an eye toward paying down the unfunded liability more quickly.

The most recent actuary, for the year ending December 31, 2011, included the following changes to the financial assumptions:

- the anticipated rate of return on investments was reduced from 8.15% to 7.75%
- the annual increase in the appropriation was increased from 4.5% to 5.9%
- the estimate date of full funding of the unfunded liability was changed from FY 2028 to FY 2030

During the first decade of the 21st century, utility expenses skyrocketed: the prices of electricity and vehicle fuel more than tripled, natural gas more than doubled, and heating oil increased more than fivefold. As a result, the Town's utility expenditures doubled from \$2.6 million in FY 2000 to \$5.2 million in FY 2009. Over the past few years, the price of electricity and natural gas have moderated somewhat and Town took advantage of that by competitively procuring new contracts at more favorable rates. In an effort to reduce the consumption of energy, the Town, through its CIP, funding from the American Recovery and Reinvestment Act (ARRA), and programs

with local utilities, has invested in energy efficiency programs and technologies. Savings from these investments are being realized, most notably in Town Hall, where consumption has been cut in half. Lastly, the Town continues to replace aging vehicles with hybrids or other fuel-efficient vehicles.

Special education (SPED) and enrollment growth continue to place stress on the School budget. SPED has been growing by approximately \$700,000 per year and now consumes approximately 25% of the School budget. Enrollment in the elementary schools has resulted in cost pressures not only in the School's operating budget, but also on the CIP, as numerous school facility projects are being planned for (see the CIP section below). Over the past nine years, total K-8 enrollment has grown by more than 1,300 students (34%); in just the past three years, there has been an increase of more than 570 students (12%). Based upon available birth data and other demographic trends, this growth pattern is expected to continue for at least the next four years. This will result in total enrollment growth of approximately 1,600 students (41%) during the 12-year (FY 2005-FY 2017) period. In 2005, the K-8 elementary schools operated with 3,888 students in 196 homerooms. In FY 2014, they are teaching 5,222 students in 247 homerooms, an increase of 1,336 students (34%) and 51 homerooms (35%).

In order to create the classroom space necessary to accommodate this enrollment level, both larger-scale renovation projects and smaller-scale space conversion projects have been undertaken. The Runkle School was completely renovated and added onto while the Heath School recently completed an addition project. Within each of the other elementary schools, spaces intended for non-classroom purposes have been converted into regular classrooms. All of these projects have been funded via the CIP. This has enabled the Schools to accommodate the children in each of the K-8 schools, but some of the spaces that have been created are less than ideal. In the next few years, the buildings will reach their capacity. Therefore, more significant work is required.

There is a major renovation/addition project planned for at the Town's largest elementary school (Devotion School) and planning is underway for space needs at the High School, as the larger classes currently in the elementary schools will eventually replace the current smaller classes in the High School, resulting in a space issue at that facility. The joint committee of the Selectmen and School Committee that was convened to study the space issue (the B-Space Committee) recently submitted their recommendations, which includes a significant addition to the Driscoll School in addition to the projects at Devotion and the High School. The enrollment issue also impacts the operating budget side: with new classrooms comes the need for new teachers, supplies, and support services. This budget stress will continue over the next few years. Therefore, the Board of Selectmen has appointed an Override Study Committee to further study these matters.

On the revenue side, property taxes comprise approximately three-quarters of the Town's General Fund revenue. The Town continues to levy the maximum allowable level of property taxes under Proposition 2 ½, leaving little "Excess Capacity". "New Growth" (property tax growth from new construction, renovations, etc.) has augmented the annual 2.5% growth in the levy, playing a large role in the Town's ability to maintain service levels. Over the past five years, New Growth has averaged \$1.86 million per year, allowing for an additional 1% growth in the largest revenue source of the Town.

Two revenue streams that impact the budget significantly are State Aid (Cherry Sheet) and Local Receipts. In FY 2003 and FY 2004, local aid was cut by close to \$3 million. In FY 2010, it was cut \$3.1 million and then by another \$700,000 in FY 2011 and \$413,000 in FY 2012. Between FY 2003 – FY 2012, state aid realized a cut of 29%, even before accounting for inflation. In FY 2013, the Town received a significant \$2 million increase in Chapter 70 (education aid) funding, which helped the schools cover the above-mentioned cost pressures resulting from enrollment growth and SPED. This was the most significant increase in Cherry Sheet state aid since FY 2001, when it increased \$1.3 million. Another large increase (\$1.4 million) in Ch. 70 aid was realized in FY 2014. In addition, the State increased statewide "Circuit Breaker" funding in both FY 2013 and FY 2014, a non-Cherry Sheet account that reimburses school districts for certain special education costs. This yielded additional revenue directly for the school budget. The current fiscal climate at the State and Federal levels is uncertain. Therefore,

the Town will continue to plan conservatively for state aid. Any decreases in state aid will hinder the Town's ability to provide the current level of services it offers.

Local Receipts, which consist of sources such as motor vehicle excise, refuse fees, building permits, interest income, parking tickets, and meals and hotel/motel excise taxes, make up approximately 10% of the Town's annual revenue. Over the past half-decade, the Town has increased certain local receipts in order to replace revenue lost from State Aid cuts, thereby increasing reliance on local revenues to cover the increasing cost of providing services. Examples include increases in the refuse fee, fines for parking violations, and parking meter fees. The Town continues to review all current and potential sources of revenue. Along with many other communities in Massachusetts, Brookline adopted two new local options designed to raise local revenues. The first was the adoption of a 0.75% meals excise tax. The second was an amendment to the Local Room Occupancy tax, increasing the local option excise tax from 4% to 6%. Both these local options became effective on October 1, 2009, and the Town began receiving the additional revenue in December, 2009.

Free Cash continues to be used according to the Town's Free Cash Policy, which states that this volatile source of revenue shall be used for reserves, fund balance protection, capital projects, and augmenting employee-benefit funds (e.g., pensions, OPEB's). In FY 2013, the \$7.1 million of certified Free Cash was used for capital projects (\$3.9 million), fund balance protection (\$1.75 million left unappropriated), reserves (\$740 thousand), affordable housing (\$251 thousand), OPEB's (\$211 thousand), and the Public Safety Injured on Duty fund (\$186 thousand).

The Capital Improvement Program (CIP)

Through the CIP process, the Town of Brookline has identified approximately \$170.8 million in capital improvements needed over the next six years. Large components of this total include the following:

- Anticipated school projects (\$97.8 million). It is important to note that the Devotion School renovation/addition project assumes that the Massachusetts School Building Authority (MSBA) covers 40% of the costs. If the MSBA chooses not to partner with the Town, then either the project needs to be reduced or a debt exclusion override will be required.
- Rehabilitation of the Town's streets and sidewalks (\$17 million). The 2008 Override included additional funding for streets and sidewalks, proof of the Town's and taxpayers' commitment to maintaining its infrastructure. State funding via the Chapter 90 program is expected to fund \$5.5 million of this work.
- Upgrades and rehabilitation of various parks/playgrounds/open spaces (\$16.6 million), including an additional \$1.2 million for the transformation of the former state-owned Fisher Hill reservoir into an active / passive open space.
- The closure of the rear landfill (\$4.6 million).
- Fire station renovations and fire apparatus (\$4.5 million).
- The Village Square project in the Brookline Village / Route 9 area (\$5.6 million). The Town anticipates receiving a significant grant through the State Transportation Improvement Program (STIP) and funding the balance of the project by utilizing the Section 108 Loan Program afforded by the Federal government under the CDBG program and outside sources related to the 2 Brookline Place redevelopment.
- Upgrade and maintenance of our waste water system (\$3.3 million), which will be borne by the water and sewer rates rather than the tax levy.

As previously detailed, enrollment in the PreK-8th grade elementary schools has increased significantly, placing pressure on both operating and capital budgets. In the current 2013-2014 school year, there are 1,336 (34%) more students than in 2005. In order to create additional classroom space, the Town, through its CIP, has appropriated funds for the following projects, all of which have increased the number of classrooms in the elementary schools:

- Runkle School Renovation / Addition (\$29.1 million, of which approximately 40% will be paid for by the State)
- Heath School Addition (\$8.5 million, of which approximately 40% will be paid for by the State)
- Classroom Capacity (\$4.8 million since FY 2008)

Even with this significant investment, census data shows that there is no abatement in the large enrollment levels. Exacerbating the issue is the fact that these larger grades will soon be making their way into the High School, which does not currently have the space to house what could be 2,400 students. Therefore, long-range planning must continue and the CIP may very well have to be adjusted and / or a Debt Exclusion override(s) will be necessary in order to accommodate the financial outlay required to deal with this most pressing issue. The joint committee of the Selectmen and School Committee that was convened to study the space issue (the B-Space Committee) recently submitted their recommendations, which includes support for a larger addition to the Devotion School, a significant addition to the Driscoll School, and an addition to the High School. The question of how to fund these projects, and the operating expenses associated with the enrollment growth, has been put in the hands of an Override Study Committee, which was appointed by the Board of Selectmen and is co-chaired by both a Selectman and a School Committee member.

Other Postemployment Benefits

The Town of Brookline is legally and contractually obligated to pay for the retiree healthcare cost of past, present and future Town / School retirees who have worked a minimum of 10 years for the Town. The calendar year 2012 Biennial Actuary Analysis estimated the present value of this obligation to be \$189.9 million (at a discount rate of 7.25%). At June 30, 2013, the Town had a balance of \$16.5 million of assets in a fiduciary-managed trust fund that is designed to be the source of funding to satisfy the obligation. GAAP requires that the unfunded liability be recognized in the basic financial statements. Beyond the trust fund, the Statement of Net Position at June 30, 2013 includes a liability of \$44.1 million for a portion of the unfunded postemployment benefits; none of the Town's assets as of that date are dedicated to the satisfaction of that liability. The recognized amount of the liability will continue to grow, and be reduced as assets are contributed to the trust fund. Future funding of the retiree healthcare obligation represents the Town's largest financial challenge.

The Town established an Other Postemployment Benefits (OPEB) Taskforce to address this challenge. It made several recommendations to the Board of Selectmen, which, if implemented, would significantly reduce the OPEB liability. In addition, the Committee made several recommendations regarding the development of a long-term funding strategy over a 30 year period. The Town has adopted some of the funding recommendations, including an annual and escalating appropriation in the Financial Plan, which would generate \$116.5 million over a 30-year period. The current strategy increases the annual funding commitment each year until, in approximately FY 2023 of the plan, the Town reaches the annual funding requirement (ARC). In the remaining years, annual contributions will exceed the ARC, so that the Town would reach full funding by approximately FY 2036.

In addition, the Town continues to allocate retiree healthcare costs to all enterprise, revolving, grant, and special funds of the Town and to some of the School Department's non-general funds. It is anticipated that this policy could generate an additional \$11.6 million of funding for the OPEB liability. This plan could result in increased fees charged to the users. Finally, the Town will have the opportunity to determine whether it should use the budgetary capacity currently allocated to the unfunded pension liability when that obligation is fully funded in

2030. In the area of cost containment, the Town and Unions reached an agreement to enter the State's Government Insurance Commission (GIC) to provide medical insurance coverage for current working and retired employees and their eligible dependents.

As a result of these decisions, the unfunded OPEB liability has been reduced from \$323.2 million to \$189.9 million. The next actuary analysis for the fiscal year ending June 30, 2014 will be completed by December 2014. As of FY 2012, the fiduciary-managed trust fund for retiree health care benefits is classified as a fiduciary fund, and is no longer included in the government-wide financial statements. It now appears in a separate column in the fiduciary fund statements.

Cash management policies and practices

The Town of Brookline issues property tax bills four times a year and derives approximately 76% of its annual revenue from this source. These quarterly billings result in a reasonably steady cash flow throughout the year. Every effort is made to put any reserve funds to work. This has become more challenging of late due to continuing changes in the rate of return for most traditional investment vehicles. Nevertheless, the Town's investment policy remains conservative with particular attention to the constraints of safety and liquidity while attempting to secure the highest yield available with those constraints.

On a daily basis, the Treasurer automatically transfers excess funds out of all depository accounts into a sweep account (repurchase agreement) with the same depository bank. Frequently, depending on the level of receipts, money is transferred into the Town account that offers the highest yield.

Finally, a significant portion of the Town's non-expendable trust funds are currently managed by professional and nationally recognized investment management firms. Each of these funds has a distinct purpose and, therefore, the mix of holdings in cash, fixed income securities, and equities will vary by fund. The amount of annual income desired and the timing of disbursements generally govern the mix. The cash and investment commitments at June 30, 2013 for the funds maintained by the Town's Treasurer are as follows:

General Fund - Unencumbered	\$ 26,116,154
General Fund - Encumbered	1,394,980
Reserved for :	
Special Revenue (Grant) Funds	13,722,771
Bond Financed Capital Projects	9,892,496
Revenue Financed Capital Projects	17,531,049
Enterprise Funds	2,251,169
Trust and Agency Funds	<u>23,238,055</u>
	\$ <u>94,146,674</u>

Of the \$94.1 million in total cash and investments, more than \$63.7 million is committed to General Fund contracts, Bond and Revenue Funded Capital Projects, Enterprise operations, Trust and Agency Funds and Grant funded projects, leaving approximately \$26.1 million unencumbered and not reserved for within.

Risk Management

The Town of Brookline manages its risk through a combination of self-insured programs and premium based coverage with commercial insurance carriers. Workers' compensation, unemployment and municipal building activities are self-insured while exposures to various risks of loss related to torts, theft of, damage to and destruction of assets, errors and omissions, and natural disasters are covered through policies purchased from commercial carriers. Various control techniques, including employee accident prevention training, have been performed to minimize accident-related losses.

Workers' compensation claims are administered by a third party administrator and are funded on a pay-as-you-go basis from annual appropriations. Third-party coverage is maintained for individual workers' compensation claims in excess of \$800,000. In addition, the Town administers an insurance reserve fund to help offset the annual cost of its risk management program. Additional information on the Town of Brookline's risk management activity can be found in the notes to the financial statements.

Initiatives

Override Study Committee

As noted above, in August, 2013 the Board of Selectmen established an Override Study Committee (OSC) to "determine whether substantially more revenue capacity than what is currently anticipated will be necessary to maintain desired levels of services and fund future liabilities of the Town and PSB, and, therefore, whether a voter-approved override or overrides of Proposition 2 ½ will be necessary to raise that revenue." This action was taken in light of the many issues that were raised during the FY14 budget deliberations, especially those concerning enrollment pressures in the Public Schools of Brookline. The work of this Committee will play a very significant role in shaping future budgets for both Town departments and the School Department and in impacting future tax bills. The OSC is expected to make its recommendations to the Selectmen by March 1, 2014 specifically with respect to FY15 needs and, to the extent feasible, projected longer term needs and/or plans for further examination with respect to longer-term needs, including 1) the level(s) and purpose(s) of any override(s) and/or debt exclusion(s), and 2) an analysis of the impact of failure of those recommendations to win public support.

Performance Measurements

A major initiative in the FY 2014 Financial Plan was the use of Performance Management in the Town's budgeting and operations. The building blocks of Performance Management are basic and effective management principles: establishing strategic goals and objectives, regularly measuring progress towards these goals and making this information transparent to citizens and stakeholders. Performance management is the next and logical step from the Town Administrator's requirement that each Department Head establish SMART goals (Specific, Measurable, Attainable, Realistic and Timely). Performance management is a tool that will allow a department to better represent its successes and challenges. The ultimate goal is to bring more rigor and rationality to the process of budgeting and management and to use data and facts as much as possible to drive our decision-making.

Payroll Conversion

During the last fiscal year the Town initiated a software conversion from our current vendor, Harpers, to our new vendor, MUNIS. This effort requires that approximately 3,600 School and Town personnel records, deductions, pay classes, and other data be manually transferred to the new software. The estimated project completion date is January 1, 2014. Once this conversion is completed, two other software modules, Applicant Tracking and Employee Self-Serve, will be added. The entire conversion will be completed by approximately July, 2014. The end result will be an improvement in both the payroll and human resources functionality and a reduction of the overall cost to provide payroll services.

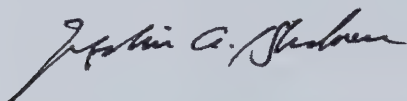
Improvements to Accounts Payable Process

Over the last few years the Town has been reviewing its workflow process as it relates to paying both vendors and employees and how record retention could be streamlined. A group of consultants from the Collins Center, part of the University of Massachusetts Boston's McCormack Graduate School of Policy and Global Studies, provided a suggested blueprint to implement these changes. To date, the Town has expanded its use of direct deposit of pay checks, streamlined the process of accounts payable records retention, and is testing a process of electronic signatures on Department Head authorization for payments. The next step in this process will be an expansion of electronic vendor payments. These accumulated changes will result in a more efficient process that expands access by departments, while reducing printing, postage and bank service costs.

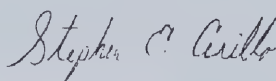
Acknowledgements

The preparation of this report would not have been possible without the efficient and dedicated services of the entire staff of the Town Administrator's Office and the Finance Department. We would like to express our appreciation to all the members of the department who assisted and contributed to the preparation of this report. Credit should also be given to the Board of Selectmen for their unfailing support for maintaining the highest standards of professionalism in the management of the Town of Brookline's finances.

Respectfully submitted,



Melvin A. Kleckner
Town Administrator

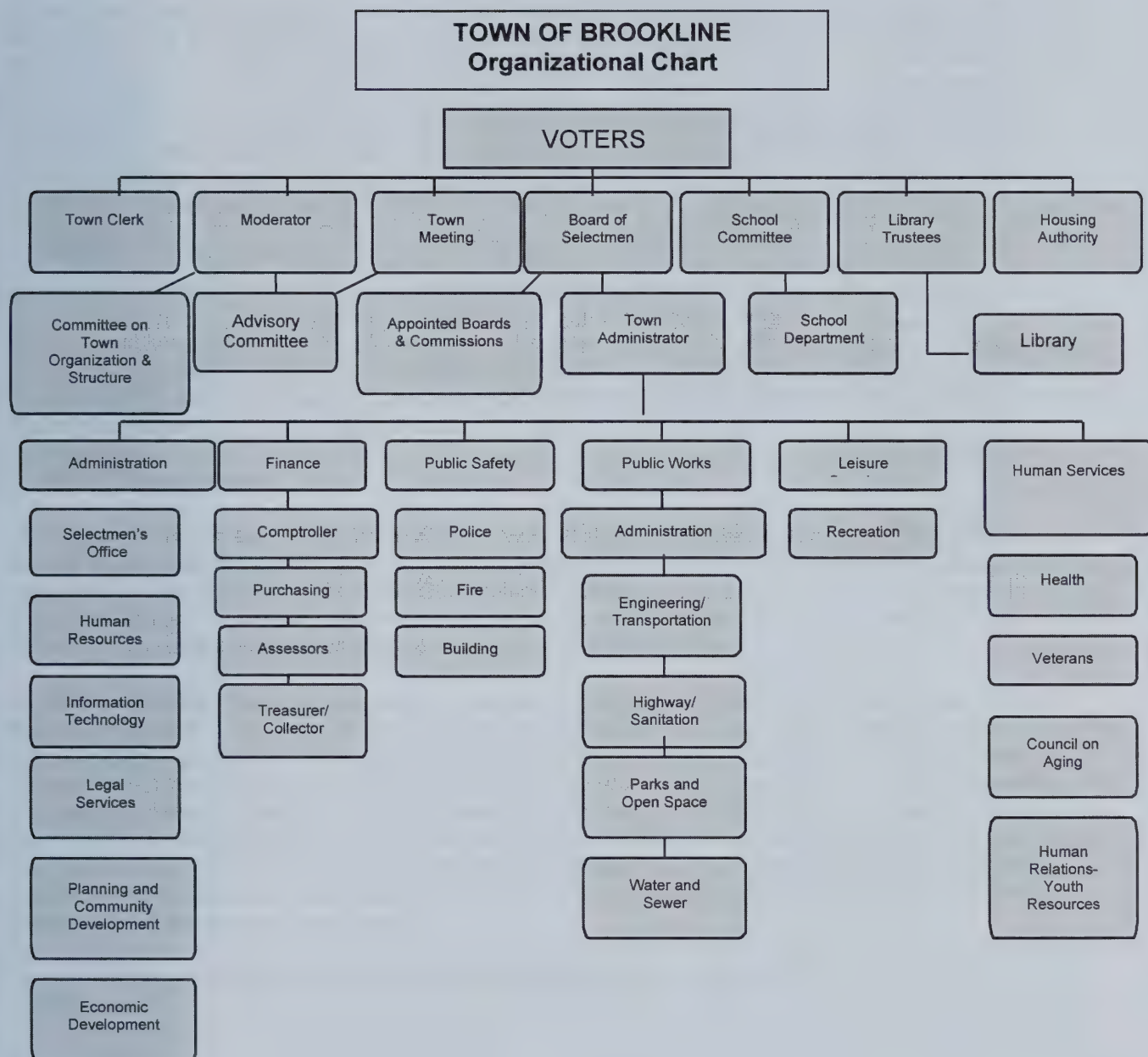


Stephen Cirillo
Finance Director



Michael F. DiPietro
Town Comptroller

Organizational Charts



BOARDS/COMMISSIONS APPOINTED BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Broadband Monitoring Committee	Advisory Council on Public Health
Board of Examiners	Human Resources Board	Solid Waste Advisory Committee	Brookline Access Television	Commission for the Disabled
Building Commission	Registrars of Voters	Transportation Board	Celebrations Committee	Commission for Women
Economic Development Advisory Board	Retirement Board	Tree Planting Committee	Brookline Commission for the Arts	Council on Aging
Housing Advisory Board	Information Technology Advisory Committee	Trustees of Walnut Hills Cemetery	Park and Recreation Commission	Holocaust Memorial Committee
Planning Board				Human Relations Youth Resources
Preservation Commission				



Independent Auditor's Report

To the Honorable Board of Selectmen
Town of Brookline, Massachusetts

100 Quannapowitt Parkway
Suite 101

Wakefield, MA 01880

T. 781-914-1700

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Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Brookline, Massachusetts as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the Town of Brookline, Massachusetts' basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Brookline, Massachusetts, as of June 30, 2013, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Brookline, Massachusetts' basic financial statements. The letter of transmittal and organizational charts are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The letter of transmittal and organizational charts has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 6, 2013, on our consideration of the Town of Brookline, Massachusetts' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Brookline's internal control over financial reporting and compliance.



December 6, 2013

Management's Discussion and Analysis

Management's Discussion and Analysis

As management of the Town of Brookline, Massachusetts, we offer readers of the Town of Brookline's financial statements this narrative overview and analysis of the financial activities of the Town of Brookline for the fiscal year ended June 30, 2013. The Town complies with financial reporting requirements issued by the Governmental Accounting Standards Board (GASB). Management's discussion and analysis are part of these requirements.

The Governmental Accounting Standards Board (GASB) is the authoritative standards setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. The Town of Brookline has received an unqualified opinion on its financial statements since the fiscal year ended June 30, 1995.

Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to the Town of Brookline's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net position* presents information on all assets and liabilities, with the difference between the two reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, human services, community and economic development, leisure services, and interest. The business-type activities include water, sewer, and golf activities.

The government-wide financial statements include not only the Town of Brookline itself (known as the *primary government*), but also a legally separate public employee retirement system for which the Town of Brookline is financially accountable. Financial information for this *component unit* is reported separately within the fiduciary fund statements.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Brookline adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget.

Proprietary funds. The Town maintains two types of proprietary funds.

Enterprise funds are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its water, sewer, and golf activities.

Internal service funds are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service funds to account for workers' compensation benefits, unemployment and municipal building insurance. Because these services predominately benefit governmental rather than business-type functions, they have been included within *governmental activities* in the government-wide financial statements.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other information. In addition to the basic financial statements and accompanying notes, this report also presents certain *required supplementary information* concerning the progress in funding its obligation to provide postemployment benefits to its employees.

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. As shown below, governmental assets exceeded liabilities by \$186.9 million at the close of fiscal year 2013.

For the governmental activities, net position of \$164.7 million reflect the Town's investment in capital assets (e.g., land, buildings, machinery, and equipment), less any related debt used to acquire those assets that is still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. \$25.3 million represents resources that are subject to external restrictions on expenditures. The Town has \$39.5 million of unrestricted net position without considering the recorded liability for a portion of the postemployment healthcare obligation. That liability (\$42.6) is long-term in nature, and will not be funded from the \$39.5 million of unrestricted net position at June 30, 2013 (see the discussion of Other Postemployment Benefits in the Transmittal Letter section of this report).

Governmental Activities Net Position

At the end of the current fiscal year, the Town is able to report positive balances in two out of three categories of net position. The Town's assets exceeded liabilities by \$186.9 million at the close of fiscal year 2013.

	FY 2013	FY 2012	FY 2011
	Governmental	Governmental	Governmental
	Activities	Activities	Activities
Assets:			
Current:			
Cash and cash equivalents.....	\$ 78,843,375	\$ 74,363,944	\$ 68,422,755
Investments.....	5,796,293	5,348,981	5,361,725
Receivables, net of allowance for uncollectibles.....	11,084,879	13,708,378	16,697,618
Other current assets.....	142,047	241,879	335,500
Noncurrent assets (excluding capital).....	4,140,000	4,084,000	4,661,000
Capital assets.....	219,440,485	212,749,758	193,261,772
Total assets.....	319,447,079	310,496,940	288,740,370
Liabilities:			
Current (excluding debt):			
Warrants payable.....	2,673,867	6,153,217	3,071,158
Tax refunds payable.....	2,350,395	2,813,606	2,129,000
Compensated absences.....	5,950,432	5,429,223	5,905,415
Other current liabilities.....	5,395,192	4,046,213	4,029,748
Noncurrent (excluding debt):			
Landfill closure.....	4,745,000	4,700,000	4,505,000
Compensated absences.....	2,212,754	3,697,486	3,687,093
Postemployment benefits.....	42,586,668	37,868,889	33,427,338
Other noncurrent liabilities.....	2,419,454	1,302,108	737,250
Current debt.....	7,835,688	7,404,634	7,931,238
Noncurrent debt.....	56,343,588	58,370,676	54,479,809
Total liabilities.....	132,513,038	131,786,052	119,903,049
Net Position:			
Net investment in capital assets.....	164,746,707	154,637,509	143,978,503
Restricted.....	25,317,041	29,389,324	30,469,132
Unrestricted.....	(3,129,707)	(5,315,945)	(5,610,314)
Total net position.....	\$ 186,934,041	\$ 178,710,888	\$ 168,837,321

The Town's governmental net position increased by \$8.2 million in fiscal year 2013. Key elements of the change are as follows:

	<u>FY 2013</u> <u>Governmental</u> <u>Activities</u>	<u>FY 2012</u> <u>Governmental</u> <u>Activities</u>	<u>FY 2011</u> <u>Governmental</u> <u>Activities</u>
Program revenues:			
Charges for services.....	\$ 26,986,251	\$ 27,302,874	\$ 25,178,204
Operating grants and contributions.....	36,275,972	34,569,633	37,112,719
Capital grants and contributions.....	5,187,062	6,537,959	1,082,836
General Revenues:			
Real estate and personal property taxes.....	169,793,700	162,093,475	156,404,746
Motor vehicle and other excise taxes.....	5,369,450	4,852,403	5,227,536
Nonrestricted grants and contributions.....	5,754,925	5,096,737	5,529,816
Unrestricted investment income.....	904,896	500,491	1,380,045
Gain/(loss) on sale of capital assets.....	-	(361,939)	1,500,417
Other revenues.....	4,902,190	4,620,395	3,796,953
Total revenues.....	255,174,446	245,212,028	237,213,272
Expenses:			
General government.....	19,894,781	18,767,777	18,536,862
Public safety.....	53,899,282	51,708,895	48,430,670
Education.....	133,353,925	127,421,468	120,075,185
Public works.....	22,989,195	21,655,063	21,186,278
Community and economic development.....	2,090,850	1,613,147	1,667,407
Human services.....	4,351,216	4,575,041	4,253,740
Leisure services.....	10,076,357	9,655,798	8,651,369
Interest.....	2,234,430	1,900,490	2,223,231
Total expenses.....	248,890,036	237,297,679	225,024,742
Transfers In(Out).....	1,938,743	1,959,218	1,809,342
Change in net position.....	\$ 8,223,153	\$ 9,873,567	\$ 13,997,872

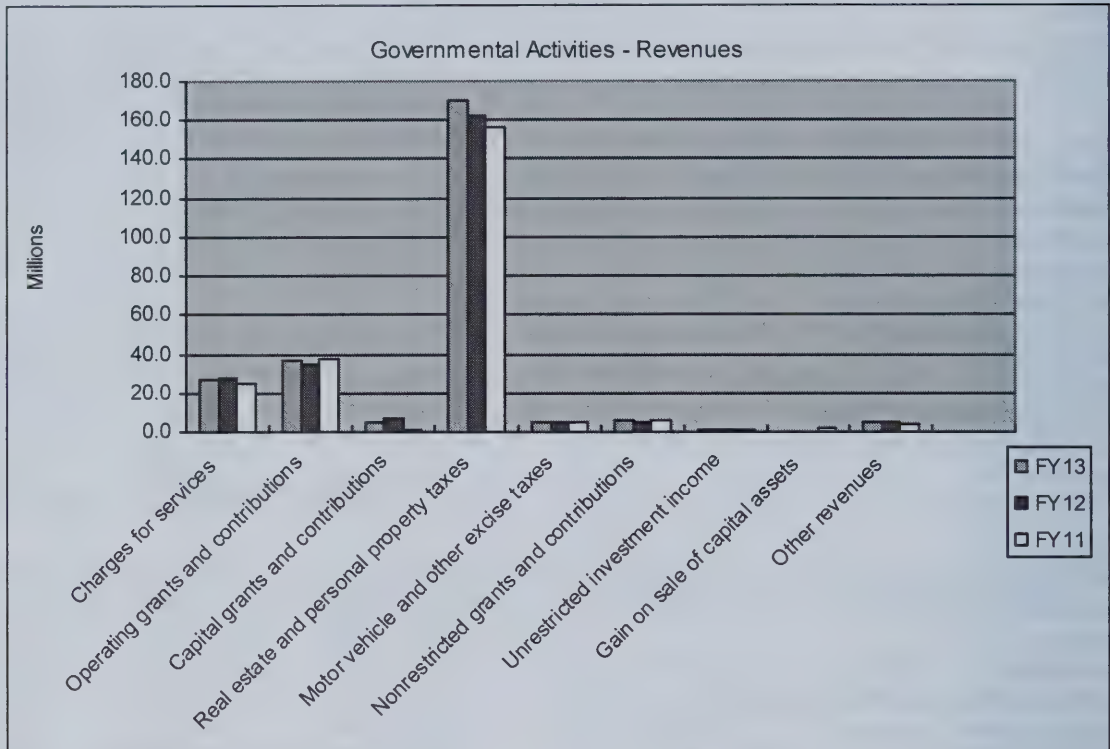
The increase in net position is due to several factors.

Net position increased by \$5.1 million from capital grants related to the MSBA Reimbursement of various school construction projects, the Town's ability to fund approximately \$6.9 million of capital additions from current revenues, the recognition of a \$100 thousand capital grant for the acquisition and future construction of a park at Fisher Hill, a \$391 thousand decrease in the liability for tax refunds payable and better than expected budgetary results.

These increases were offset by a \$4.8 million increase in the liability relating to GASB Statement #45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions. This requires the recognition of other postemployment benefits (OPEB) cost over a period that approximates employees' years of service and providing information about actuarial accrued liabilities associated with OPEB and to what extent progress is being made in funding the plan. In fiscal 2013 the Town, based on its actuarial valuation, reported an accrual of \$44.1 million for its portion of the liability that was not paid.

The governmental expenses totaled \$248.9 million of which \$68.4 million (27.5%) was directly supported by program revenues consisting of charges for services, operating grants and contributions and capital grants. General revenues totaled \$186.7 million, primarily coming from property taxes, motor vehicle and other excise, and non-restricted state aid.

The following tables show the functional sources and uses of Fiscal 2013 revenues and expenses.



Financial Analysis of the Government's Funds

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds. The focus of *governmental funds* is to provide information on near term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing financing requirements. In particular, *unassigned fund balance* may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$71.3 million and is comprised of \$27.2 million in the general fund, \$235 thousand in the Runkle School Renovation fund, \$16.8 million in the capital articles fund, a \$141,000 deficit in the Chapter 90 Highway fund and \$27.2 million in the nonmajor funds.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$25.8 million, while total fund balance was \$27.2 million. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 11.7% of total general fund expenditures, while total fund balance represents 12.3% of that same amount

Fund balance of the General Fund increased by \$1.2 million during fiscal year 2013. This is primarily due to the budgetary surplus of \$792 thousand and a decrease in the liability for tax refunds payable of \$391 thousand.

The Runkle School Renovation Fund is used to account for financial resources for the renovation of the Runkle School building. At the end of the current fiscal year the fund has a fund balance of \$235 thousand.

The Capital Article Fund is used to account for various revenue financed capital projects. At the end of the current fiscal year the fund has a fund balance of \$16.8 million.

The Chapter 90 Highway fund is used to account for financial resources for the construction, reconstruction, and improvements to roadways, streets, and sidewalks. At the end of the current fiscal year the fund has a fund balance deficit of \$141,000. This represents projects that are underway but reimbursement requests have not been submitted.

General Fund Budgetary Highlights

There was approximately a \$2.1 million increase between the original and final budget. This change primarily represents appropriation increases to the education budget of \$430 thousand and for transfers out of \$1.75 million for the Devotion School Project. The Town has elected to carry forward encumbrances and appropriations totaling \$1.4 million.

Business-type Activities. Key elements of the business-type activities are as follows:

	<u>FY 2013</u> <u>Water & Sewer</u> <u>Activities</u>	<u>FY 2012</u> <u>Water & Sewer</u> <u>Activities</u>	<u>FY 2011</u> <u>Water & Sewer</u> <u>Activities</u>
Assets:			
Current:			
Cash and short-term investments.....	\$ 8,505,547	\$ 7,866,750	\$ 5,666,909
Receivables, net of allowance for uncollectibles..	5,419,407	5,332,668	4,959,144
Other current assets.....	13,944	15,466	15,217
Capital assets.....	56,370,390	51,382,515	41,291,585
Total assets.....	69,634,288	64,597,399	51,932,855
Liabilities:			
Current liabilities (excluding debt).....	747,607	1,451,772	2,028,958
Noncurrent liabilities (excluding debt).....	1,696,558	1,601,552	1,343,243
Current debt.....	2,076,894	2,017,386	2,078,761
Noncurrent debt.....	8,350,721	9,698,405	11,600,191
Total liabilities.....	12,871,780	14,769,115	17,051,153
Net Position:			
Net investment in capital assets.....	52,133,125	45,356,181	30,773,912
Unrestricted.....	5,304,383	4,472,103	4,107,790
Total net position.....	57,437,508	49,828,284	34,881,702
Program revenues:			
Charges for services.....	26,427,958	25,284,535	24,190,848
Operating grants and contributions.....	-	-	34,620
Capital grants and contributions.....	4,630,861	12,553,698	3,937,252
General Revenues:			
Unrestricted investment income.....	17,387	22,748	2,789
Gain/(loss) on disposal of capital assets.....	-	(2,901)	(133,145)
Total revenues.....	31,076,206	37,858,080	28,032,364
Expenses:			
Water and sewer.....	21,658,276	21,770,935	22,039,432
Transfers In/(Out).....	(1,808,706)	(1,820,366)	(1,643,181)
Change in net position.....	\$ 7,609,224	14,266,779	4,349,751

The water and sewer enterprise net position increased by \$7.6 million during the current fiscal year. This was primarily attributable to the receipt of a capital grant of \$4.6 million from the Massachusetts Water Resource Authority, the fact that principle payments on long-term bonds exceeded depreciation expense by \$674,000 and a slight increase in user rate charges.

	<u>FY 2013 Golf Course Activities</u>	<u>FY 2012 Golf Course Activities</u>	<u>FY 2011 Golf Course Activities</u>
Assets:			
Current:			
Cash and short-term investments.....	\$ 834,065	\$ 530,732	\$ 508,608
Other current assets.....	7,340	73,651	7,192
Capital assets.....	2,272,904	2,165,515	1,999,332
Total assets.....	2,439,309	2,769,898	2,515,132
Liabilities:			
Current liabilities (excluding debt).....	118,779	171,532	90,274
Noncurrent liabilities (excluding debt).....	721,612	273,734	300,287
Current debt.....	150,000	155,000	145,000
Noncurrent debt.....	749,000	899,000	935,000
Total liabilities.....	1,739,391	1,499,266	1,470,561
Net Position:			
Net investment in capital assets.....	1,447,414	1,390,667	1,266,223
Unrestricted.....	(72,496)	(120,035)	(221,652)
Total net position.....	1,374,918	1,270,632	1,044,571
Program revenues:			
Charges for services.....	1,221,176	1,190,422	1,122,854
General Revenues:			
Unrestricted investment income.....	3,992	8,522	516
Gain/loss on disposal of capital assets.....	-	-	(107,742)
Total revenues.....	1,225,168	1,198,944	1,015,628
Expenses:			
Golf.....	990,845	834,031	896,473
Total expenses.....	990,845	834,031	896,473
Transfers In/(Out).....	(130,037)	(138,852)	(166,161)
Change in net position.....	\$ 104,286	\$ 226,061	\$ (47,006)

The golf enterprise net position increased by \$104 thousand during the current fiscal year. The increase matched the primary objective of the fund where rates are designed to cover the cost of operations.

Capital Planning and Budgeting

Capital planning and budgeting is a critical undertaking for any government and is central to the delivery of essential services and the quality of life for residents. In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. In 1994, as part of the override discussion that year, the Board of Selectmen implemented a Financial Improvement Program. A key area addressed in the Program was capital planning and, since then, the Town has made a significant commitment to its Capital Improvement Program (CIP) to address the backlog of capital needs created by the under-investment in infrastructure during the late-1970's and the 1980's. Over the past decade (FY 2004 – FY 2013), the Town has authorized expenditures of more than \$171 million, for an average of \$17.1 million per year. Although there continues to be more to do in the areas of street and sidewalk repairs, parks/open space improvements, and school and town facilities upgrades, the commitment to capital improvements is showing positive results.

Each year's CIP takes into account a projected six-year view. The FY 2013 – FY 2018 CIP continued the Town's aggressive approach toward maintaining and improving the Town's physical assets. Developed within the parameters of the Board of Selectmen's CIP Policies, the CIP incorporated a number of major projects along with a financing plan that includes outside funding sources and grant opportunities. It also continued to fund school projects related to the enrollment surge of the past few years.

In addition to the 6% financing called for in the CIP Policy, Free Cash and State/Federal grants are other key components of the overall financing strategy of the CIP. The Town's Free Cash Policy dedicates this revenue source to the CIP after funding various strategic reserves / protecting fund balance levels so that total CIP funding is equal to 7.5% of the prior year's net revenue. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. The Town's certified Free Cash for the fiscal year ending June 30, 2011 was \$7.1 million. After funding strategic reserves to the levels called for in the Town's Reserve policies, and after leaving approximately \$1.75 million unappropriated to address an unreserved fund balance issue, \$3.9 million of additional pay-as-you-go capacity was made available to the CIP for FY 2013. For the out-years of the CIP, \$3.75 million is estimated for Free Cash, which yields approximately \$3 million per year for the CIP.

State/Federal grants total \$38.9 million over the six-year period. Of this amount, \$30 million represents the potential State share of the Devotion School Renovation project. The CIP assumed 40% funding by the Massachusetts School Building Authority (MSBA) for the Devotion School project; the Town must continue to work with the MSBA to see if funding will be awarded. CDBG funds add \$2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds.

The "Other" funds category totals \$4.1 million, the largest piece being the \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to fund the construction of an active and passive recreation site on the State-owned land across the street.

Another key CIP financing policy is that the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the elementary schools. The overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and displacing / deferring other projects. The facts are simple, yet daunting: what were recently Kindergarten classes of approximately 400 – 425 students are now classes of 550 – 600. As those classes move forward through the system, there will continue to be annual classroom space deficiencies. This not only results in immediate classroom space needs in the elementary schools, it also means that the High School will begin a space crisis in 5-6 years. Obviously, the school district cannot turn away students who are legally entitled to an education in the Brookline system; therefore, a coherent and comprehensive plan to produce additional classroom space is imperative. The FY 2013 – FY 2018 CIP included the following items that address the space needs issue:

- \$1.75 million for Classroom Capacity for creating additional classroom spaces within existing school facilities. The proposed \$1.75 million continued this program and is projected to fund seven new classrooms in each SY12-13 and SY13-14.
- The Devotion School project remained at \$76.9 million, with funding for feasibility / schematic design (\$1.9 million) in FY14 and funding for construction (\$75 million) in FY15. A key component of the funding

plan is MSBA participation, at an estimated rate of 40%. A 25-year term for the construction bond is anticipated, a term this Town has not used before. However, if the Town is to undertake this project without a Debt Exclusion Override while at the same time committing to other important capital projects, a 25-year amortization period is required. Without MSBA participation, this project will need a Debt Exclusion Override. Another critical factor of the Devotion project is it must increase classroom space. Without it, the district-wide overcrowding issue remains and, as a result, the MSBA will not participate.

- A new \$50,000 item was included in FY13 for a High School Space Needs Study. As previously noted, enrollment pressure will begin hitting the High School around SY16-17 / SY17-18. Planning must begin immediately for this component of the overcrowding issue. The funding would be used to review all possible options for addressing the capacity needs of BHS.

All of this is being addressed while at the same time continuing to address on-going infrastructure improvements including streets, sidewalks, parks/playgrounds, and water/sewer systems. The core of any CIP should be the repair of and improvement to a community's infrastructure, and that is the case with this CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

The following schedule reflects the CIP expenditure activity for fiscal 2013, together with outstanding encumbrances and available budget balances, for both Debt and Revenue Funded Capital Projects.

	All Capital Improvement Projects			Revenue Financed Projects			Debt Financed Projects		
	Expended in Fiscal 2013	Encumbrances	Available Budget	Expended in Fiscal 2013	Encumbrances	Available Budget	Expended in Fiscal 2013	Encumbrances	Available Budget
General Government Capital Projects									
General Government Projects	66,270	-	-	66,270	-	-	-	-	-
Planning Projects	34,197	12,531	66,530	34,197	12,531	66,530	-	-	-
Technology Projects	425,440	33,350	92,256	425,440	33,350	92,256	-	-	-
Building & Public Safety Projects									
General Town Building Projects	5,122,772	1,027,426	2,089,341	1,186,519	436,411	826,279	3,936,252	591,015	1,263,062
Public Safety Building & Equipment Projects	92,844	4,563	899,910	92,844	4,563	899,910	-	-	-
Library Building Projects	46,339	-	-	46,339	-	-	-	-	-
School Building Projects	9,401,803	1,472,391	5,652,507	1,523,727	1,255,421	3,245,575	7,878,076	216,970	2,406,932
DPW Projects									
Landfill Related Projects	518,551	104,819	356,572	516,076	104,819	314,733	2,475	-	41,839
Highway - Traffic Related Projects	2,441,046	1,477,666	3,267,143	2,419,527	1,344,834	2,021,494	21,519	132,832	1,245,649
Park Related Projects	1,464,107	719,651	9,021,737	1,450,501	522,972	5,536,715	13,606	196,679	3,485,023
Recreation-Library Projects									
Library Projects	7,810	-	62,912	7,810	-	62,912	-	-	-
DPW Enterprise Related Projects	933,036	1,115,255	4,061,812	19,922	-	3,210	913,114	1,115,255	4,058,602
Golf Enterprise Projects	232,731	99,074	1,262,347	27,089	13,600	459,311	205,642	85,474	803,036
GRAND TOTAL	20,786,946	6,066,726	26,833,067	7,816,262	3,728,501	13,528,924	12,970,684	2,338,225	13,304,143

Capital Asset and Debt Administration

Capital Assets. The Town of Brookline's investment in capital assets for its governmental and business type activities as of June 30, 2013 amount to \$278.1 million (net of depreciation). This investment in capital assets includes land, buildings, improvements to land and buildings, machinery and equipment, vehicles, roads, sidewalks, bridges and water and sewer lines.

The net increase in the Town of Brookline's investment in capital assets for the current year was \$11.8 million, including a \$6.7 million increase for governmental activities and a \$5.1 million increase for business-type activities.

As noted in the table above the Town's major capital projects relate to school renovations and various infrastructure projects.

Major Capital asset events during the current fiscal year included the following:

- ❖ Approximately \$8.1 million was spent on school construction and renovations.
- ❖ Approximately \$9.4 million was spent on roads, sidewalks, wastewater, and other related infrastructure.
- ❖ Approximately \$2.2 million was spent on building renovations and improvements.
- ❖ Approximately \$1.4 million was spent on machinery and equipment.

Please see Note 4 for further capital asset information.

Town of Brookline's Capital Assets (Net of Depreciation)						
	Governmental Activities		Business –Type Activities		Total	
	2013	2012	2013	2012	2013	2012
Land	874,873	874,873	-	-	874,873	874,873
Construction in Progress	35,867,265	27,178,194	-	-	35,867,265	27,178,194
Land Improvements	12,528,788	12,036,528	1,250,569	1,086,533	13,779,357	13,123,061
Buildings	139,322,191	142,801,684	2,487,472	2,581,822	141,809,663	145,383,506
Machinery and Equipment	9,899,141	10,830,938	845,068	672,596	10,744,209	11,503,534
Infrastructure	20,948,227	19,027,541	54,060,185	49,207,079	75,008,412	68,234,620
Total	219,440,485	212,749,758	58,643,294	53,548,030	278,083,779	266,297,788

Long-term Debt. At the end of the current fiscal year, the Town of Brookline had total bonded debt outstanding of \$74,855,891, of which \$63,529,276 is governmental debt and \$11,326,615 is business-type debt. This entire amount is classified as outstanding long-term debt. The Town has no revenue bonds outstanding, which are bonds secured solely by specified revenue sources. During fiscal year 2013, the Town retired long-term debt of \$9,577,020 and refunded \$6,715,000.

On May 30 of the current fiscal year, the Town issued \$12,375,000 of general obligation bonds which was made up of a \$6,770,000 advance refunding and \$5,605,000 of new debt. Please refer to footnote 7 for more information.

Please see notes 6 and 7 for further debt information.

In fiscal 2005, the Commonwealth enacted legislation that changed the method for funding the school building assistance program. Under the new program, the assistance is paid to support construction costs and reduce the total debt service of the Town. The Town has been approved for projects at the Runkle and Heath Schools under this program. Through the end of fiscal year 2013, the Town has recorded capital grant revenue totaling approximately \$10,107,000 and \$2,811,000 respectfully, from the MSBA which is equal to 42% and 40% of approved construction costs incurred to date. The Town received \$4,574,000 of reimbursements related to the Runkle School and \$1,749,000 related to the Heath School in fiscal 2013.

Cash and Investments

At June 30, 2013, the Town had recorded a Cash and Investments balance of \$110,638,738. Additional adjustments for accounts not maintained by the Treasurer, but included in overall financial statement cash, were Library Cash of \$260,296; Investment accounts maintained by the Trustees of the Brookline Public Library of \$4,421,809; and Cash and Investment accounts maintained by the Brookline Retirement System of \$1,943,864 and \$220,620,126, respectively. This resulted in total Cash and Investments of \$337,884,833 as reflected in the basic financial statements.

Requests for Information

This financial report is designed to provide a general overview of the Town of Brookline's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Comptroller at Brookline Town Hall, 333 Washington Street, Brookline, Massachusetts 02146.

You are also invited to visit our website at <http://www.brooklinema.gov> .

Basic Financial Statements

STATEMENT OF NET POSITION

JUNE 30, 2013

	Primary Government		
	Governmental Activities	Business-type Activities	Total
ASSETS			
CURRENT:			
Cash and cash equivalents.....	\$ 78,843,375	\$ 9,339,612	\$ 88,182,987
Investments.....	5,796,293	-	5,796,293
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes.....	2,430,118	-	2,430,118
Tax liens.....	1,188,571	-	1,188,571
Motor vehicle excise taxes.....	132,888	-	132,888
User fees.....	103,022	-	103,022
Water and sewer fees.....	-	5,419,407	5,419,407
Departmental and other.....	2,878,368	-	2,878,368
Intergovernmental.....	4,264,493	-	4,264,493
Loans.....	87,419	-	87,419
Internal balances.....	50,000	(50,000)	-
Prepaid expenses.....	92,047	21,284	113,331
NONCURRENT:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental.....	3,465,000	-	3,465,000
Internal balances.....	675,000	(675,000)	-
Capital assets, nondepreciable.....	36,742,138	-	36,742,138
Capital assets, net of accumulated depreciation.....	182,698,347	58,643,294	241,341,641
TOTAL ASSETS.....	319,447,079	72,698,597	392,145,676
LIABILITIES			
CURRENT:			
Warrants payable.....	2,673,867	298,937	2,972,804
Accrued liabilities.....	109,996	93,451	203,447
Accrued payroll.....	1,991,321	-	1,991,321
Tax refunds payable.....	2,350,395	-	2,350,395
Accrued interest.....	499,321	93,815	593,136
Abandoned property.....	132,223	-	132,223
Other liabilities.....	1,197,466	8,973	1,206,439
Deferred revenue.....	936,005	-	936,005
Liabilities due depositors.....	59,254	-	59,254
Landfill closure.....	75,000	-	75,000
Compensated absences.....	5,950,432	316,050	6,266,482
Workers' compensation.....	270,750	-	270,750
Unamortized premium on bonds payable.....	123,856	5,160	129,016
Notes payable.....	650,000	-	650,000
Bonds payable.....	7,185,688	2,226,894	9,412,582
NONCURRENT:			
Landfill closure.....	4,745,000	-	4,745,000
Compensated absences.....	2,212,754	93,740	2,306,494
Workers' compensation.....	1,534,250	-	1,534,250
Postemployment benefits.....	42,586,668	1,557,949	44,144,617
Unamortized premium on bonds payable.....	885,204	91,481	976,685
Bonds payable.....	56,343,588	9,099,721	65,443,309
TOTAL LIABILITIES.....	132,513,038	13,886,171	146,399,209
NET POSITION			
Invested in capital assets, net of related debt.....	164,746,707	53,580,539	218,327,246
Restricted for:			
Loans.....	87,419	-	87,419
Permanent funds:			
Expendable.....	5,418,102	-	5,418,102
Nonexpendable.....	1,368,059	-	1,368,059
Other purposes.....	18,443,461	-	18,443,461
Unrestricted.....	(3,129,707)	5,231,887	2,102,180
TOTAL NET POSITION.....	\$ 186,934,041	\$ 58,812,426	\$ 245,746,467

See notes to basic financial statements.

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2013

		Program Revenues				
Functions/Programs	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Net (Expense) Revenue	
Primary Government:						
<i>Governmental Activities:</i>						
General government.....	\$ 19,894,781	\$ 5,518,833	\$ 653,432	\$ -	\$ (13,722,516)	
Public safety.....	53,899,282	7,723,355	446,666	-	(45,729,261)	
Education.....	133,353,925	6,892,805	32,098,899	5,087,062	(89,275,159)	
Public works.....	22,989,195	3,616,328	1,022,386	-	(18,350,481)	
Community and economic development.....	2,090,850	-	1,235,740	-	(855,110)	
Human services.....	4,351,216	322,257	460,066	-	(3,568,893)	
Leisure services.....	10,076,357	2,912,673	153,262	100,000	(6,910,422)	
Interest.....	2,234,430	-	205,521	-	(2,028,909)	
Total Governmental Activities.....	248,890,036	26,986,251	36,275,972	5,187,062	(180,440,751)	
<i>Business-Type Activities:</i>						
Golf.....	990,845	1,221,176	-	-	230,331	
Water and sewer.....	21,658,276	26,427,958	-	4,630,861	9,400,543	
Total Business-Type Activities.....	22,649,121	27,649,134	-	4,630,861	9,630,874	
Total Primary Government.....	\$ 271,539,157	\$ 54,635,385	\$ 36,275,972	\$ 9,817,923	\$ (170,809,877)	

See notes to basic financial statements.

(Continued)

STATEMENT OF ACTIVITIES (Continued)

FISCAL YEAR ENDED JUNE 30, 2013

	Primary Government		
	Governmental Activities	Business-type Activities	Total
Changes in net position:			
Net (expense) revenue from previous page.....	\$ <u>(180,440,751)</u>	\$ <u>9,630,874</u>	\$ <u>(170,809,877)</u>
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	169,793,700	-	169,793,700
Motor vehicle and other excise taxes.....	5,369,450	-	5,369,450
Hotel/motel tax.....	1,443,781	-	1,443,781
Local meals tax.....	928,255	-	928,255
Penalties and interest on taxes.....	621,541	-	621,541
Payments in lieu of taxes.....	1,174,370	-	1,174,370
Grants and contributions not restricted to specific programs.....	5,754,925	-	5,754,925
Unrestricted investment income.....	904,896	21,379	926,275
Miscellaneous.....	734,243	-	734,243
<i>Transfers, net</i>	<u>1,938,743</u>	<u>(1,938,743)</u>	<u>-</u>
Total general revenues and transfers.....	<u>188,663,904</u>	<u>(1,917,364)</u>	<u>186,746,540</u>
Change in net position.....	8,223,153	7,713,510	15,936,663
<i>Net Position:</i>			
Beginning of year.....	<u>178,710,888</u>	<u>51,098,916</u>	<u>229,809,804</u>
End of year.....	\$ <u><u>186,934,041</u></u>	\$ <u><u>58,812,426</u></u>	\$ <u><u>245,746,467</u></u>

See notes to basic financial statements.

(Concluded)

GOVERNMENTAL FUNDS
BALANCE SHEET

JUNE 30, 2013

	General	Runkle School Renovation Fund	Capital Article Fund	Chapter 90 Highway Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS						
Cash and cash equivalents.....	\$ 33,172,408	\$ 1,373,890	\$ 17,054,241	\$ -	\$ 22,524,742	\$ 74,125,281
Investments.....	-	-	-	-	5,796,293	5,796,293
Receivables, net of uncollectibles:						
Real estate and personal property taxes.....	2,430,118	-	-	-	-	2,430,118
Tax liens.....	1,188,571	-	-	-	-	1,188,571
Motor vehicle excise taxes.....	132,888	-	-	-	-	132,888
User fees.....	103,022	-	-	-	-	103,022
Departmental and other.....	2,809,463	-	-	-	68,905	2,878,368
Intergovernmental.....	3,859,000	-	-	2,648,547	1,221,946	7,729,493
Loans.....	-	-	-	-	87,419	87,419
Due from other funds.....	909,910	-	-	-	-	909,910
Prepaid expenses.....	88,889	-	-	-	3,158	92,047
TOTAL ASSETS.....	\$ 44,694,269	\$ 1,373,890	\$ 17,054,241	\$ 2,648,547	\$ 29,702,463	\$ 95,473,410
LIABILITIES AND FUND BALANCES						
LIABILITIES:						
Warrants payable.....	\$ 1,499,273	\$ 488,550	\$ 239,660	\$ -	\$ 413,113	\$ 2,640,596
Accrued liabilities.....	14,813	-	33,378	-	40,593	88,784
Accrued payroll.....	1,991,063	-	-	-	258	1,991,321
Tax refunds payable.....	2,350,395	-	-	-	-	2,350,395
Liabilities due depositors.....	59,254	-	-	-	-	59,254
Abandoned property.....	126,226	-	-	-	5,997	132,223
Other liabilities.....	1,177,722	-	-	-	19,744	1,197,466
Deferred revenues.....	10,246,710	-	-	2,605,022	1,997,406	14,849,138
Due to other funds.....	-	-	-	184,910	-	184,910
Notes payable.....	-	650,000	-	-	-	650,000
TOTAL LIABILITIES.....	17,465,456	1,138,550	273,038	2,789,932	2,477,111	24,144,087
FUND BALANCES:						
Nonspendable.....	-	-	-	-	1,368,059	1,368,059
Restricted.....	-	-	-	-	20,107,075	20,107,075
Committed.....	-	235,340	16,781,203	-	5,750,218	22,766,761
Assigned.....	1,394,980	-	-	-	-	1,394,980
Unassigned.....	25,833,833	-	-	(141,385)	-	25,692,448
TOTAL FUND BALANCES.....	27,228,813	235,340	16,781,203	(141,385)	27,225,352	71,329,323
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 44,694,269	\$ 1,373,890	\$ 17,054,241	\$ 2,648,547	\$ 29,702,463	\$ 95,473,410

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION**

FISCAL YEAR ENDED JUNE 30, 2013

Total governmental fund balances.....	\$ 71,329,323
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....	219,440,485
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....	13,913,133
Internal service funds are used by management to account for liability, health insurance and workers' compensation activities.	
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net position.....	2,858,611
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....	(499,321)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds.	
Bonds payable.....	(63,529,276)
Landfill closure.....	(4,820,000)
Unamortized premium on bonds payable.....	(1,009,060)
Postemployment benefits.....	(42,586,668)
Compensated absences.....	(8,163,186)
Net effect of reporting long-term liabilities.....	(120,108,190)
Net position of governmental activities.....	\$ <u>186,934,041</u>

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2013

	General	Runkle School Renovation	Capital Article Fund	Chapter 90 Highway Fund	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:						
Real estate and personal property taxes, net of tax refunds.....	\$ 169,351,712	\$ -	\$ -	\$ -	\$ -	\$ 169,351,712
Motor vehicle and other excise taxes.....	5,334,089	-	-	-	-	5,334,089
Hotel/motel tax.....	1,443,781	-	-	-	-	1,443,781
Local meals tax.....	928,255	-	-	-	-	928,255
Charges for services.....	4,766,177	-	-	-	-	4,766,177
Penalties and interest on taxes.....	621,541	-	-	-	-	621,541
Payments in lieu of taxes.....	1,174,370	-	-	-	-	1,174,370
Licenses and permits.....	3,546,094	-	-	-	-	3,546,094
Fines and forfeitures.....	4,275,535	-	-	-	-	4,275,535
Intergovernmental.....	31,488,153	3,262,641	-	1,157,903	11,468,872	47,377,569
Departmental and other.....	1,316,500	-	-	-	14,167,788	15,484,288
Contributions.....	-	75,383	-	-	1,044,211	1,119,594
Investment income.....	293,090	-	-	-	603,913	897,003
TOTAL REVENUES.....	224,539,297	3,338,024	-	1,157,903	27,284,784	256,320,008
EXPENDITURES:						
Current:						
General government.....	9,038,887	-	1,776,236	-	1,034,371	11,849,494
Public safety.....	34,627,812	-	189,688	-	657,724	35,475,224
Education.....	78,716,766	5,381,292	1,200,400	-	17,081,030	102,379,488
Public works.....	14,286,740	-	3,654,563	1,116,022	215,442	19,272,767
Community and economic development.....	-	-	-	-	2,090,850	2,090,850
Human services.....	2,433,878	-	4,948	-	664,778	3,103,604
Leisure services.....	4,752,525	-	34,231	-	2,649,251	7,436,007
Pension benefits.....	31,922,774	-	-	-	-	31,922,774
Fringe benefits.....	29,704,926	-	-	-	-	29,704,926
State and county charges.....	6,105,553	-	-	-	-	6,105,553
Debt service:						
Principal.....	7,404,634	-	-	-	-	7,404,634
Interest.....	2,353,079	-	-	-	-	2,353,079
TOTAL EXPENDITURES.....	221,347,574	5,381,292	6,860,066	1,116,022	24,393,446	259,098,400
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	3,191,723	(2,043,268)	(6,860,066)	41,881	2,891,338	(2,778,392)
OTHER FINANCING SOURCES (USES):						
Proceeds from bonds and notes.....	-	1,500,000	-	-	3,605,000	5,105,000
Proceeds from refunding bonds.....	6,043,600	-	-	-	-	6,043,600
Premium from issuance of bonds, net of expenditures.....	454,502	-	-	-	-	454,502
Premium from issuance of refunding bonds.....	498,792	-	-	-	-	498,792
Payments to refunded bond escrow agent.....	(6,542,392)	-	-	-	-	(6,542,392)
Transfers in.....	9,699,735	-	11,812,460	-	316,363	21,828,558
Transfers out.....	(12,128,823)	-	(187,673)	-	(7,573,319)	(19,889,815)
TOTAL OTHER FINANCING SOURCES (USES).....	(1,974,586)	1,500,000	11,624,787	-	(3,651,956)	7,498,245
NET CHANGE IN FUND BALANCES.....	1,217,137	(543,268)	4,764,721	41,881	(760,618)	4,719,853
FUND BALANCES AT BEGINNING OF YEAR.....	26,011,676	778,608	12,016,482	(183,266)	27,985,970	66,609,470
FUND BALANCES AT END OF YEAR.....	\$ 27,228,813	\$ 235,340	\$ 16,781,203	\$ (141,385)	\$ 27,225,352	\$ 71,329,323

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2013

Net change in fund balances - total governmental funds.....	\$	4,719,853
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Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlay.....	16,647,058	
Depreciation expense.....	(9,956,331)	

Net effect of reporting capital assets.....		6,690,727
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Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.....

(1,153,455)

The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.

Proceeds from bonds and notes.....	(5,105,000)	
Proceeds from refunding bonds	(6,043,600)	
Amortization of bond premiums.....	(378,252)	
Premium from issuance of refunding bonds.....	(498,792)	
Payments to refunding bond escrow agent.....	6,542,392	
Deferred charges on refunding.....	(53,600)	
Debt service principal payments.....	7,404,634	

Net effect of reporting long-term debt.....		1,867,782
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Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Net change in compensated absences accrual.....	963,523	
Net change in accrued interest on long-term debt.....	95,999	
Net change in postemployment benefit accrual.....	(4,717,779)	
Net change in landfill accrual.....	50,000	

Net effect of recording long-term liabilities and amortizing deferred losses.....		(3,608,257)
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Internal service funds are used by management to account for health insurance and workers' compensation activities.

The net activity of internal service funds is reported with Governmental Activities.....		(293,497)
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Change in net position of governmental activities.....	\$	8,223,153
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See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF NET POSITION

JUNE 30, 2013

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
ASSETS				
CURRENT:				
Cash and cash equivalents.....	\$ 8,505,547	\$ 834,065	\$ 9,339,612	\$ 4,718,094
Receivables, net of allowance for uncollectibles:				
Water and sewer fees.....	5,419,407	-	5,419,407	-
Prepaid expenses.....	13,944	7,340	21,284	-
Total current assets.....	13,938,898	841,405	14,780,303	4,718,094
NONCURRENT:				
Capital assets, net of accumulated depreciation.....	56,370,390	2,272,904	58,643,294	-
Total noncurrent assets.....	56,370,390	2,272,904	58,643,294	-
TOTAL ASSETS.....	70,309,288	3,114,309	73,423,597	4,718,094
LIABILITIES				
CURRENT:				
Warrants payable.....	282,128	16,809	298,937	33,271
Accrued liabilities.....	92,762	689	93,451	21,212
Accrued interest.....	86,244	7,571	93,815	-
Due to other funds.....	-	50,000	50,000	-
Other liabilities.....	-	8,973	8,973	-
Compensated absences.....	281,313	34,737	316,050	-
Workers' compensation.....	-	-	-	270,750
Unamortized premium on bonds payable.....	5,160	-	5,160	-
Bonds payable.....	2,076,894	150,000	2,226,894	-
Total current liabilities.....	2,824,501	268,779	3,093,280	325,233
NONCURRENT:				
Due to other funds.....	-	675,000	675,000	-
Compensated absences.....	88,136	5,604	93,740	-
Workers' compensation.....	-	-	-	1,534,250
Postemployment benefits.....	1,516,941	41,008	1,557,949	-
Unamortized premium on bonds payable.....	91,481	-	91,481	-
Bonds payable.....	8,350,721	749,000	9,099,721	-
Total noncurrent liabilities.....	10,047,279	1,470,612	11,517,891	1,534,250
TOTAL LIABILITIES.....	12,871,780	1,739,391	14,611,171	1,859,483
NET POSITION				
Invested in capital assets, net of related debt.....	52,133,125	1,447,414	53,580,539	-
Unrestricted.....	5,304,383	(72,496)	5,231,887	2,858,611
TOTAL NET POSITION.....	\$ 57,437,508	\$ 1,374,918	\$ 58,812,426	\$ 2,858,611

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

FISCAL YEAR ENDED JUNE 30, 2013

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
OPERATING REVENUES:				
Charges for services	\$ 26,427,958	\$ 1,221,176	\$ 27,649,134	\$ -
Employer contributions	-	-	-	2,450,263
TOTAL OPERATING REVENUES	26,427,958	1,221,176	27,649,134	2,450,263
OPERATING EXPENSES:				
Cost of services and administration	19,988,402	830,444	20,818,846	-
Depreciation.....	1,343,313	125,342	1,468,655	-
Building and liability insurance claims.....	-	-	-	20,000
Employee benefits	-	-	-	2,731,653
TOTAL OPERATING EXPENSES	21,331,715	955,786	22,287,501	2,751,653
OPERATING INCOME (LOSS).....	5,096,243	265,390	5,361,633	(301,390)
NONOPERATING REVENUES (EXPENSES):				
Investment income.....	17,387	3,992	21,379	7,893
Interest expense.....	(326,561)	(35,059)	(361,620)	-
Intergovernmental.....	4,630,861	-	4,630,861	-
TOTAL NONOPERATING REVENUES (EXPENSES), NET	4,321,687	(31,067)	4,290,620	7,893
INCOME (LOSS) BEFORE TRANSFERS.....	9,417,930	234,323	9,652,253	(293,497)
TRANSFERS:				
Transfers out.....	(1,808,706)	(130,037)	(1,938,743)	-
CHANGE IN NET POSITION.....	7,609,224	104,286	7,713,510	(293,497)
NET POSITION AT BEGINNING OF YEAR.....	49,828,284	1,270,632	51,098,916	3,152,108
NET POSITION AT END OF YEAR.....	\$ 57,437,508	\$ 1,374,918	\$ 58,812,426	\$ 2,858,611

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2013

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water & Sewer	Golf Course	Total	
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>				
Receipts from customers and users.....	\$ 26,341,219	\$ 1,221,176	\$ 27,562,395	\$ -
Receipts from interfund services provided.....	-	-	-	2,450,263
Payments to vendors.....	(17,416,062)	(512,501)	(17,928,563)	(1,895,410)
Payments to employees.....	(2,353,965)	(355,067)	(2,709,032)	-
NET CASH FROM OPERATING ACTIVITIES.....	6,571,192	353,608	6,924,800	554,853
<u>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</u>				
Transfers out.....	(1,808,706)	(130,037)	(1,938,743)	-
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES.....	(1,808,706)	(130,037)	(1,938,743)	-
<u>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</u>				
Proceeds from the issuance of bonds and notes.....	727,810	-	727,810	-
Premium from the issuance of bonds and notes.....	52,340	-	52,340	-
Premium from the issuance of refunding bonds and notes.....	59,951	-	59,951	-
Deferred charges on refunding.....	(61,351)	-	(61,351)	-
Capital grants.....	4,630,861	-	4,630,861	-
Acquisition and construction of capital assets.....	(7,129,401)	(232,731)	(7,362,132)	-
Principal payments on bonds.....	(2,017,386)	(155,000)	(2,172,386)	-
Interest expense.....	(403,900)	(36,499)	(440,399)	-
Interfund loan.....	-	500,000	500,000	-
NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES.....	(4,141,076)	75,770	(4,065,306)	-
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>				
Investment income.....	17,387	3,992	21,379	7,893
NET CASH FROM INVESTING ACTIVITIES.....	17,387	3,992	21,379	7,893
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	638,797	303,333	942,130	562,746
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	7,866,750	530,732	8,397,482	4,155,348
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	\$ 8,505,547	\$ 834,065	\$ 9,339,612	\$ 4,718,094
<u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u>				
Operating income (loss).....	\$ 5,096,243	\$ 265,390	\$ 5,361,633	\$ (301,390)
Adjustments to reconcile operating income (loss) to net cash from operating activities:				
Depreciation.....	1,343,313	125,342	1,468,655	-
Changes in assets and liabilities:				
Charges for services receivable.....	(86,739)	-	(86,739)	-
Due to other funds.....	-	(25,000)	(25,000)	-
Prepaid expenses.....	1,522	66,311	67,833	-
Warrants payable.....	(24,076)	(96,380)	(120,456)	25,031
Postemployment benefits.....	100,957	(3,216)	97,741	-
Accrued liabilities.....	92,762	689	93,451	21,212
Other liabilities.....	-	1,569	1,569	-
Accrued compensated absences.....	47,210	18,903	66,113	-
Workers' compensation.....	-	-	-	810,000
Total adjustments.....	1,474,949	88,218	1,563,167	856,243
NET CASH FROM OPERATING ACTIVITIES.....	\$ 6,571,192	\$ 353,608	\$ 6,924,800	\$ 554,853

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2013

	Pension Trust Fund (as of December 31, 2012)	Other Postemployment Benefits Trust Fund	Private Purpose Trust Funds	Agency Funds
ASSETS				
CURRENT:				
Cash and cash equivalents.....	\$ 1,943,864	\$ 574,234	\$ 1,417,902	\$ -
Investments.....	220,620,126	15,917,829	3,431,598	-
Receivables, net of allowance for uncollectibles:				
Departmental and other.....	16,626	-	-	678,709
Due from other funds.....	-	-	254,551	-
TOTAL ASSETS.....	222,580,616	16,492,063	5,104,051	678,709
LIABILITIES				
Warrants payable.....	148,114	-	2,698	-
Accrued liabilities.....	-	-	273,938	-
Other liabilities.....	-	-	-	424,158
Due to other funds.....	-	-	-	254,551
TOTAL LIABILITIES.....	148,114	-	276,636	678,709
NET POSITION				
Held in trust for pension benefits, OPEB, and other purposes	\$ <u>222,432,502</u>	\$ <u>16,492,063</u>	\$ <u>4,827,415</u>	\$ <u>-</u>

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION

FISCAL YEAR ENDED JUNE 30, 2013

	Pension Trust Fund (as of December 31, 2012)	Other Postemployment Benefits Trust Fund	Private Purpose Trust Funds
ADDITIONS:			
Contributions:			
Employer.....	\$ 16,233,221	\$ 2,601,927	\$ -
Employee.....	5,716,133	-	-
Private donations.....	-	-	137,681
Total contributions.....	21,949,354	2,601,927	137,681
Net investment income (loss):			
Net change in fair value of investments.....	19,479,306	-	-
Investment income (loss).....	3,205,247	1,169,378	384,129
Total investment income (loss).....	22,684,553	1,169,378	384,129
Less: investment expense.....	(1,122,186)	-	-
Net investment income (loss).....	21,562,367	1,169,378	384,129
Intergovernmental.....	633,437	-	-
Transfers from other systems.....	525,222	-	-
TOTAL ADDITIONS.....	44,670,380	3,771,305	521,810
DEDUCTIONS:			
Administration.....	389,836	-	1,006
Transfers to other systems.....	904,085	-	-
Retirement benefits and refunds.....	25,384,768	-	-
Educational scholarships.....	-	-	257,034
TOTAL DEDUCTIONS.....	26,678,689	-	258,040
CHANGE IN NET POSITION.....	17,991,691	3,771,305	263,770
NET POSITION AT BEGINNING OF YEAR.....	204,440,811	12,720,758	4,563,645
NET POSITION AT END OF YEAR.....	\$ 222,432,502	\$ 16,492,063	\$ 4,827,415

See notes to basic financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the Town of Brookline, Massachusetts (the Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant Town accounting policies are described herein.

A. Reporting Entity

The Town was founded in 1630 as a part of Boston and was incorporated in 1705 under the Statutes of the Commonwealth of Massachusetts. The Town operates under a representative Town Meeting form of government and provides the following services to the residents of its community: administrative, public safety, public works, education, community development, water and sewer, health and human services, elder and leisure services.

The Town of Brookline is a municipal corporation that is governed by an elected Board of Selectmen.

For financial reporting purposes, the Town has included all funds, organizations, account groups, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units.

Component Unit Presented as a Fiduciary Fund – The following component unit is presented as a Fiduciary Fund of the primary government due to the nature and significance of relationship between the Town and the component unit.

The Brookline Contributory Retirement System (System) was established to provide retirement benefits to Town employees, the Brookline Housing Authority employees, and their beneficiaries. The System is governed by a five-member board comprised of the Town Comptroller (ex-officio), an appointee of the Board of Selectmen, two members elected by the Retirement System's participants, and one member appointed by the other four Board members. The Retirement System is presented using the accrual basis of accounting and is reported as the Pension Trust Fund in the fiduciary fund financial statements.

Availability of Financial Information for Component Units

The Retirement System did not issue a separate audited financial statement. The Retirement System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the Retirement System located at 11 Pierce Street, Brookline, MA 02445.

Joint Ventures – The Town is a member of the Massachusetts Water Resources Authority (MWRA), a joint venture with other Massachusetts governmental entities that was organized to provide water and sewer services to the respective members' Cities, Towns, and Districts. Complete financial statements for the MWRA can be obtained directly from their administrative office located at 100 First Avenue, Building 39, Boston, Massachusetts 02129.

The Town is also a member of the Massachusetts Bay Transportation Authority (MBTA), a joint venture with other Massachusetts governmental entities that was organized to provide public transportation services to the respective members' Cities, Towns, and Districts. Complete financial statements for the MBTA can be obtained directly from their administrative office located at 10 Park Plaza, Boston, Massachusetts 02116.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net position and the statement of changes in net position) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment.

Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, and claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days of fiscal year end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *Runkle School renovation fund* is used to account for financial resources for the renovation of the Runkle School building.

The *capital article fund* is used to account for revenue financed capital projects.

The *chapter 90 highway fund* is used to account for financial resources for the construction, reconstruction, and improvements to roadways, streets, and sidewalks.

The nonmajor governmental funds consist of other special revenue, capital projects, and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *water & sewer enterprise fund* is used to account for the water and sewer activities.

The *golf enterprise fund* is used to account for the Town's golf course activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to health insurance, workers' compensation, unemployment and municipal building insurance. The Town also uses this fund to accumulate reserves for postemployment benefits.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the Retirement System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *other postemployment benefits trust fund* is used to accumulate assets which will be used to offset future postemployment benefit costs.

The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

The *agency fund* is used to account for assets held in a purely custodial capacity.

Government-Wide and Fund Financial Statements

For the government-wide financial statements, and proprietary and fiduciary fund accounting, all applicable Financial Accounting Standards Board (FASB) pronouncements issued on or prior to November 30, 1989, are applied, unless those pronouncements conflict with or contradict GASB pronouncements.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate Taxes, Personal Property Taxes and Tax Liens

Real estate and personal property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered in the Town and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Refuse

Refuse fees are levied quarterly for each type of property that utilizes the collection service and are based upon a third party waste collection contract. Refuse fees are recorded receivables in the fiscal year of the levy.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Water & Sewer

User fees are levied monthly based on individual meter readings and are subject to penalties and interest if they are not paid by the respective due date. Water and Sewer liens are processed annually and included as a lien on the property owner's tax bill. Water and Sewer charges and liens are recorded as receivables in the fiscal year of the levy.

Since the receivables are secured via the lien process, these accounts are considered fully collectible and therefore do not report an allowance for uncollectibles.

Departmental and Other

Departmental and other receivables consist primarily of police and fire details and parking tickets and are recorded as receivables in the fiscal year accrued. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Loans

The Department of Community and Economic Development administers loan programs that provide housing assistance to residents and capital needs assistance for small businesses. Upon issuance, a receivable is recorded for the principal amount of the loan.

The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

F. Inventories***Government-Wide and Fund Financial Statements***

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

G. Restricted Assets

Certain assets of the enterprise fund are classified as restricted if their use is restricted by contract covenants.

H. Deferred Outflows/Inflows of Resources*Government-Wide Financial Statements (Net Position)*

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/ expenditure) until then. The Town did not have any items that qualify for reporting in this category.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The Town did not have any items that qualify for reporting in this category.

I. Capital Assets*Government-Wide and Proprietary Fund Financial Statements*

Capital assets, which include land, land improvements, buildings, machinery and equipment, and infrastructure (e.g., roads, water mains, sewer mains, and similar items), are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and the proprietary fund financial statements. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costing more than \$15,000 and having a useful life of greater than one year are capitalized.

Capital assets (excluding land) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Land improvements.....	5-50
Buildings.....	5-50
Machinery and equipment.....	3-20
Infrastructure.....	10-75

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

J. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net position as "internal balances".

The general fund has provided a long-term interest free loan to the golf enterprise fund and these balances are included in the statement of net position as "internal balances".

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

The general fund has provided a long-term interest free loan to the golf enterprise fund and these balances are included in the fund statements as "Due from other funds" or "Due to other funds".

K. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

Government-Wide Financial Statements

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

Fund Financial Statements

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

L. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. In addition, property taken by the Town through the foreclosure process is recorded as an asset and deferred revenue. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

M. Net Position and Fund Equity

Government-Wide Financial Statements (Net Position)

Net position is reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net position has been "restricted for" the following:

"Loans" represents community development outstanding loans receivable balances.

"Permanent funds - expendable" represents amounts held in trust for which the expenditures are restricted by various trust agreements.

"Permanent funds - nonexpendable" represents amounts held in trust for which only investment earnings may be expended.

"Other Purposes" represents amounts restricted by outside sources for specific purposes.

Sometimes the Town will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Town's policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

Fund Financial Statements (Fund Balances)

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

"Nonspendable" fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

"Restricted" fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

"Committed" fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority. Town Meeting is the highest level of decision making authority that can commit funds for a specific purpose. Once voted, the limitation imposed by the vote remains in place until the funds are used for their intended purpose or a vote is taken to rescind the commitment.

"Assigned" fund balance includes amounts that are constrained by the Town's intent to be used for specific purposes, but are neither restricted nor committed. The Comptroller has the authority to assign fund balance. Funds are assigned when the Town has an obligation to purchase goods or services from the current years' appropriation.

"Unassigned" fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, or assigned to specific purposes within the general fund.

Sometimes the Town will fund outlays for a particular purpose from different components of fund balance. In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balances in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. When different components of fund balance can be used for the same purpose, it is the Town's policy to consider restricted fund balance to have been depleted first, followed by committed fund balance, and assigned fund balance. Unassigned fund balance is applied last.

N. Long-term debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net position. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable material bond premium or discount.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

O. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

The golf, water and sewer enterprise funds and the internal service funds retain their investment income.

P. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities.

Q. Use of Estimates*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

R. Individual Fund Deficits

At fiscal year-end several individual fund deficits exist in the Special Revenue Fund that will be funded through grants and available fund balances in the next fiscal year.

S. Total Column*Government-Wide Financial Statements*

The total column presented on the government-wide financial statements represents consolidated financial information.

Fund Financial Statements

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 - CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Cash Equivalents". The deposits and investments of the pension trust fund and the other postemployment benefits trust fund are held separately from those of other funds.

For the general fund, statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (Pool). Trust fund investments are subject to the Town's investment policies which are described further in this note. In addition, there are various restrictions limiting the amount and length of deposits and investments.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the Town's deposits may not be returned to it. At fiscal year-end, the carrying amount of deposits totaled \$69,806,649 and the bank balance totaled \$76,797,612. Of the bank balance, \$1,319,131 was covered by Federal Depository Insurance, \$46,114,195 was covered by the Depositors Insurance Fund, and \$29,364,286 was exposed to custodial credit risk because it was uninsured and uncollateralized.

The Town's cash and cash equivalents consist of \$69,806,649 in deposits and \$20,368,474 in cash equivalents. These cash and cash equivalents are reported in both the primary government and the fiduciary funds. Those amounts total \$88,182,987 and \$1,992,136, respectively. See investments below for amounts designated as cash equivalents.

At December 31, 2012, the carrying amount of deposits for the Retirement System totaled \$377,503 and the bank balance totaled \$682,277. The entire bank balance of \$682,227 was covered by Federal Depository Insurance.

The Retirement System's cash and cash equivalents consist of \$377,503 in deposits and \$1,566,361 in cash equivalents, totaling \$1,943,864. See investments below for amounts designated as cash equivalents.

Investments

The Town of Brookline had the following investments, including cash equivalents classified as investments, at June 30, 2013:

Investment Type	Fair Value	Maturity			
		Under 1 Year	1-5 Years	6-10 Years	Over 10 Years
<u>Debt Securities</u>					
United States Treasury.....	\$ 1,253,003	\$ -	\$ 363,824	\$ 775,252	\$ 113,927
Federal National Mortgage Asso.....	833,299	5,016	-	-	828,283
Federal Home Loan Mortgage Corp.....	14,192	-	2,015	-	12,177
Corporate Bonds.....	23,109	-	23,109	-	-
Total Debt Securities.....	\$ 2,123,603	\$ 5,016	\$ 388,948	\$ 775,252	\$ 954,387
<u>Other Investments</u>					
Alternative Investments - hedge funds....	2,114,598				
Bond Mutual Funds.....	637,771				
Equity Securities.....	10,167,903				
Equity Mutual Funds.....	10,101,845				
Money Market Mutual Funds (*).....	188,601				
MMDT (*).....	20,179,873				
Total Investments.....	\$ 45,514,194				
(*) designates cash equivalent					
Total investments per above.....	\$ 45,514,194				
Less: cash equivalents.....	(20,368,474)				
Total Investments.....	\$ 25,145,720				

The Town's investments are reported in both the primary government and the fiduciary funds. Those amounts total \$5,796,293 and \$19,349,427, respectively.

As of December 31, 2012, the Retirement System had the following investments:

<u>Other Investments</u>	
Equity Securities.....	\$ 15,031,989
International Securities.....	6,053,991
Equity Mutual Funds.....	81,740,153
Bond Mutual Funds.....	47,634,408
PRIT Investments.....	30,227,900
Alternative Investments-Real Estate.....	39,931,685
Money Market Mutual Funds (*).....	<u>1,566,361</u>
Total Investments.....	<u>\$ 222,186,487</u>

(*) designates cash equivalent

Custodial Credit Risk – Town Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the Town will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. Of the Town's investments, \$1,253,003 in U.S. Treasury Securities, \$833,299 in Federal National Mortgage Association, \$14,192 in Federal Home Loan Mortgage Corporation, \$23,109 in Corporate Bonds and \$10,167,903 in Equity Securities, the Town has custodial credit risk exposure of \$12,291,506 because the related securities are uninsured, unregistered and held by the counterparty.

The Town has an investment policy for custodial credit risk that states; 1) a maximum of 70% of the Town's portfolio can be in equity securities and further that any one security can make up only 5% of the Town's portfolio, 2) a maximum of 50% of the Town's portfolio can be in fixed income securities, 3) a maximum of 20% of the Town's portfolio can be in cash. The policy also states that there are no limits or restrictions with respect to U.S. Government Securities and that the minimum rating of bonds shall be investment grade.

Interest Rate Risk – Town Investments

In investments other than the general fund, the Town's formal investment policy limits the selection of investments to the prudent investor rule, which states that the trustee should exercise reasonable care, skill, and caution. The Town contracts with an investment manager who assists the Town in managing the investment exposure to fair value losses arising from increasing interest rates.

The Town participates in MMDT, which maintains a cash portfolio and short-term bond fund with combined average maturities of approximately 3 months.

Credit Risk – Town Investments

The Town has adopted a formal policy related to credit risk. At June 30, 2013 the Town's debt securities were rated as follows:

Rated Debt Investments - Town					
Quality Ratings	United States Treasury	Federal National Mortgage Asso.	Federal Home Loan Mortgage Corp.	Corporate Bonds	Total
AA+.....	\$ 1,253,003	\$ 833,299	\$ 14,192	\$ 11,559	\$ 2,112,053
BBB.....	-	-	-	11,550	11,550
Fair Value.....	\$ 1,253,003	\$ 833,299	\$ 14,192	\$ 23,109	\$ 2,123,603

Custodial Credit Risk – Retirement System Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the Retirement System will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. Of the Retirement System's investments the \$15,031,989 in Equity Securities and \$6,053,991 in International Securities the Retirement System has custodial credit risk exposure of \$21,085,980 because the related securities are uninsured, unregistered and held by the counterparty.

The Retirement System has an investment policy for custodial credit risk that states the Retirement System is willing to accept a level of market risk consistent with moderate interim volatility without sacrificing the potential for long-term real growth of assets. To accomplish this goal the Retirement System will utilize extensive diversification to minimize company and industry specific risks while avoiding extreme levels of volatility that could adversely affect the Retirement Systems' participants.

Interest Rate Risk – Retirement System

The Retirement System has a formal investment policy that establishes the objectives and constraints that govern the investment of the Retirement System's assets. The Retirement System's assets are structured to provide growth from capital gains and income, while maintaining sufficient liquidity to meet beneficiary payments. When managing assets the Retirement System at all times must be in accordance with the provisions of the Public Employee Retirement Administration Commission (PERAC), the Employee Retirement Income Security Act (ERISA) and Department of Labor regulations.

The System participates in PRIT. The effective weighted duration rate for PRIT investments ranged from .08 to 10.37 years.

Concentration of Credit Risk

The Town limits the amount that may be invested in any one issuer to 5% of the total investments. At June 30, 2013, the Town does not have any investments that exceed the 5% threshold.

The Retirement System limits the amount that may be invested in any one issuer to 5% of the total investments. At December 31, 2012, the Retirement System does not have any investments that exceed the 5% threshold.

NOTE 3 – RECEIVABLES

At June 30, 2013, receivables for the individual major governmental funds and non-major internal service, and fiduciary funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes....	\$ 2,430,118	\$ -	\$ 2,430,118
Tax liens.....	1,188,571	-	1,188,571
Motor vehicle and other excise taxes.....	466,703	(333,815)	132,888
User fees.....	103,022	-	103,022
Departmental and other.....	4,337,254	(1,458,886)	2,878,368
Intergovernmental.....	7,729,493	-	7,729,493
Loans.....	87,419	-	87,419
Total.....	\$ 16,342,580	\$ (1,792,701)	\$ 14,549,879

At June 30, 2013, receivables for the water and sewer enterprise fund totaled \$5,419,407. The amount is considered fully collectible.

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period.

At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Type:</u>			
Real estate and personal property taxes....	\$ 1,836,357	\$ -	\$ 1,836,357
Tax liens.....	1,052,787	-	1,052,787
Motor vehicle and other excise taxes.....	132,888	-	132,888
User fees.....	103,022	-	103,022
Departmental and other.....	3,037,656	775,460	3,813,116
Intergovernmental.....	3,859,000	3,826,968	7,685,968
<u>Other asset type:</u>			
Due from other funds.....	225,000	-	225,000
Total.....	\$ 10,246,710	\$ 4,602,428	\$ 14,849,138

NOTE 4 – CAPITAL ASSETS

Capital asset activity for the fiscal year ended June 30, 2013, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 874,873	\$ -	\$ -	\$ 874,873
Construction in progress.....	27,178,194	8,689,071	-	35,867,265
Total capital assets not being depreciated.....	28,053,067	8,689,071	-	36,742,138
<u>Capital assets being depreciated:</u>				
Land improvements.....	22,239,767	1,396,556	-	23,636,323
Buildings.....	244,422,776	2,174,160	-	246,596,936
Machinery and equipment.....	24,441,349	1,010,286	-	25,451,635
Infrastructure.....	42,681,115	3,376,985	(1,753,225)	44,304,875
Total capital assets being depreciated.....	333,785,007	7,957,987	(1,753,225)	339,989,769
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(10,203,239)	(904,296)	-	(11,107,535)
Buildings.....	(101,621,092)	(5,653,653)	-	(107,274,745)
Machinery and equipment.....	(13,610,411)	(1,942,083)	-	(15,552,494)
Infrastructure.....	(23,653,574)	(1,456,299)	1,753,225	(23,356,648)
Total accumulated depreciation.....	(149,088,316)	(9,956,331)	1,753,225	(157,291,422)
Total capital assets being depreciated, net.....	184,696,691	(1,998,344)	-	182,698,347
Total capital assets, net.....	\$ 212,749,758	\$ 6,690,727	\$ -	\$ 219,440,485
Water & Sewer Activities:				
<u>Capital assets being depreciated:</u>				
Land improvements.....	\$ 201,230	\$ -	\$ -	\$ 201,230
Buildings.....	2,570,876	-	-	2,570,876
Machinery and equipment.....	1,674,925	348,487	-	2,023,412
Infrastructure.....	66,150,228	5,982,701	-	72,132,929
Total capital assets being depreciated.....	70,597,259	6,331,188	-	76,928,447
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(66,469)	(6,574)	-	(73,043)
Buildings.....	(1,119,097)	(56,077)	-	(1,175,174)
Machinery and equipment.....	(1,086,029)	(151,067)	-	(1,237,096)
Infrastructure.....	(16,943,149)	(1,129,595)	-	(18,072,744)
Total accumulated depreciation.....	(19,214,744)	(1,343,313)	-	(20,558,057)
Total capital assets being depreciated, net.....	\$ 51,382,515	\$ 4,987,875	\$ -	\$ 56,370,390

	Beginning Balance	Increases	Decreases	Ending Balance
Golf Course Activities:				
<u>Capital assets being depreciated:</u>				
Land improvements.....	\$ 1,343,024	\$ 232,731	\$ -	\$ 1,575,755
Buildings.....	1,637,365	-	-	1,637,365
Machinery and equipment.....	143,930	-	-	143,930
Total capital assets being depreciated.....	3,124,319	232,731	-	3,357,050
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(391,252)	(62,121)	-	(453,373)
Buildings.....	(507,322)	(38,273)	-	(545,595)
Machinery and equipment.....	(60,230)	(24,948)	-	(85,178)
Total accumulated depreciation.....	(958,804)	(125,342)	-	(1,084,146)
Total capital assets being depreciated, net.....	\$ 2,165,515	\$ 107,389	\$ -	\$ 2,272,904

Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental Activities:

General government.....	\$ 597,296
Public safety.....	1,245,713
Education.....	3,898,982
Public works.....	3,310,465
Leisure services.....	684,431
Human services.....	219,444

Total depreciation expense - governmental activities..... \$ 9,956,331

Business-Type Activities:

Water and Sewer.....	\$ 1,343,313
Golf.....	125,342

Total depreciation expense - business-type activities..... \$ 1,468,655

NOTE 5 - INTERFUND TRANSFERS

Interfund transfers for the fiscal year ended June 30, 2013, are summarized as follows:

Operating Transfers Out:	Operating Transfers In:			
	General Fund	Capital Article Fund	Nonmajor Governmental Funds	Total
General Fund.....	\$ -	\$ 11,812,460	\$ 316,363	\$ 12,128,823
Nonmajor Governmental Funds.....	7,573,319	-	-	7,573,319
Capital Article Fund.....	187,673	-	-	187,673
Water & Sewer Enterprise Fund.....	1,808,706	-	-	1,808,706
Golf Enterprise Fund.....	130,037	-	-	130,037
	\$ 9,699,735	\$ 11,812,460	\$ 316,363	\$ 21,828,558

Transfers represent amounts voted to fund the fiscal year 2013 operating budget and indirect costs transfers from the enterprise funds.

NOTE 6 - SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund and enterprise funds.

Details related to the short-term debt activity for the fiscal year ended June 30, 2013, is as follows:

Type	Purpose	Rate (%)	Due Date	Balance at June 30, 2012	Renewed/ Issued	Retired/ Redeemed	Balance at June 30, 2013
BAN	Schools.....	0.65	05/21/13	\$ -	\$ 650,000	\$ -	\$ 650,000

NOTE 7 - LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

On May 30 of the current fiscal year, the Town issued \$12,375,000 of general obligation bonds which was comprised of a \$6,770,000 advance refunding, and \$5,605,000 of new general obligation bonds. See below for a description of each issuance.

In order to take advantage of favorable interest rates the Town issued \$6,770,000 of general obligation refunding bonds. \$6,715,000 of general obligation bonds were defeased by placing the proceeds of the refunding bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. The Town has decreased its aggregate debt service by \$530,179 and resulted in an economic gain of \$483,617. At June 30, 2013, \$5,990,000 of governmental and \$725,000 of enterprise fund bonds outstanding from the advance refunding are considered defeased.

The Town issued \$5,605,000 of new general obligation bonds. The current year financial statements have recognized bond proceeds in the amount of \$5,105,000 in the governmental funds, and \$500,000 in the sewer enterprise fund.

In previous fiscal years, certain general obligation bonds and enterprise fund bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. At June 30, 2013, all prior defeased bonds have reached their call dates and the trust assets would have been used to pay down the remaining balances.

Details related to the Town's outstanding indebtedness and debt service requirements follow.

Governmental Funds							
Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2012	Issued	Redeemed	Outstanding at June 30, 2013
<i>Inside Debt Limit</i>							
Schools.....	2013	\$ 32,695,202	2.00-5.00	\$ 19,589,834	\$ 1,500,000	\$ 3,029,334	\$ 18,060,500
General Government.....	2028	46,016,075	2.00-5.00	28,265,476	9,648,600	8,910,300	29,003,776
Sub-total.....				47,855,310	11,148,600	11,939,634	47,064,276
<i>Outside Debt Limit</i>							
Schools.....	2032	19,760,000	2.00-4.00	17,920,000	-	1,455,000	16,465,000
Total Governmental Bonds Payable.....				65,775,310	11,148,600	13,394,634	63,529,276
Enterprise Funds							
<i>Inside Debt Limit</i>							
Golf Course Enterprise Fund....	2032	1,219,000	2.00-4.50	1,054,000	-	155,000	899,000
Water Enterprise Fund.....	2022	11,492,530	2.00-5.00	5,251,190	-	1,053,366	4,197,824
Sewer Enterprise Fund.....	2021	10,077,200	0.00-5.00	6,464,601	1,454,210	1,689,020	6,229,791
Total Enterprise Bonds Payable.....				12,769,791	1,454,210	2,897,386	11,326,615
Total Bonds Payable.....				\$ 78,545,101	\$ 12,602,810	\$ 16,292,020	\$ 74,855,891

Debt service requirements for principal and interest for governmental bonds payable are as follows:

Fiscal Year	Principal	Interest	Total
2014.....	\$ 7,185,688	\$ 2,060,676	\$ 9,246,364
2015.....	6,567,294	1,920,434	8,487,728
2016.....	6,143,794	1,719,192	7,862,986
2017.....	5,915,000	1,521,956	7,436,956
2018.....	5,467,500	1,331,133	6,798,633
2019.....	5,100,000	1,147,245	6,247,245
2020.....	4,770,000	974,694	5,744,694
2021.....	3,315,000	800,392	4,115,392
2022.....	3,305,000	671,432	3,976,432
2023.....	2,730,000	551,930	3,281,930
2024.....	2,225,000	452,319	2,677,319
2025.....	2,220,000	383,443	2,603,443
2026.....	1,845,000	311,455	2,156,455
2027.....	1,645,000	246,287	1,891,287
2028.....	1,645,000	185,113	1,830,113
2029.....	975,000	119,437	1,094,437
2030.....	975,000	87,188	1,062,188
2031.....	975,000	51,748	1,026,748
2032.....	525,000	15,750	540,750
Totals.....	\$ 63,529,276	\$ 14,551,825	\$ 78,081,101

Debt service requirements for principal and interest for enterprise fund bonds and notes payable are as follows:

Fiscal Year	Principal	Interest	Total
2014.....	\$ 2,226,894	\$ 365,222	\$ 2,592,116
2015.....	1,895,288	303,675	2,198,963
2016.....	1,883,788	243,015	2,126,803
2017.....	1,617,582	182,149	1,799,731
2018.....	1,228,063	129,600	1,357,663
2019.....	880,000	89,468	969,468
2020.....	750,000	58,507	808,507
2021.....	415,000	31,656	446,656
2022.....	175,000	15,956	190,956
2023.....	75,000	9,556	84,556
2024.....	25,000	6,733	31,733
2025.....	25,000	5,882	30,882
2026.....	25,000	4,976	29,976
2027.....	20,000	4,062	24,062
2028.....	20,000	3,332	23,332
2029.....	20,000	2,543	22,543
2030.....	20,000	1,780	21,780
2031.....	20,000	974	20,974
2032.....	5,000	150	5,150
Totals.....	<u>\$ 11,326,615</u>	<u>\$ 1,459,236</u>	<u>\$ 12,785,851</u>

The Commonwealth has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for future debt service of general obligation school bonds outstanding. During fiscal year 2013, \$557,000 of such assistance was received for reimbursement. Approximately \$4,645,000 will be received in future fiscal years. Of this amount, \$786,000 represents reimbursement of long-term interest costs, and \$3,859,000 represents reimbursement of approved construction costs. Accordingly, a \$3,859,000 intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue has been recognized as revenue in the conversion to the government-wide financial statements.

In fiscal 2005, the Commonwealth enacted legislation that changed the method for funding the school building assistance program. Under the new program, the assistance is paid to support construction costs and reduce the total debt service of the Town. The Town has been approved for projects at the Runkle and Heath Schools under this program. Through the end of fiscal year 2013, the Town has recorded capital grant revenue totaling approximately \$10,107,000 and \$2,811,000 respectfully, from the MSBA which is equal to 42% and 40% of approved construction costs incurred to date. The Town received \$4,574,000 of reimbursements related to the Runkle School and \$1,749,000 related to the Heath School in fiscal 2013.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2013, the Town had the following authorized and unissued debt:

Purpose	Amount
Runkle School.....	\$ 1,163,945
Carlton Street Foot Bridge.....	1,245,000
Golf - Grounds.....	815,000
Muddy River Project.....	745,000
Heath School.....	515,906
Sewers.....	2,686,155
Total.....	<u>\$ 7,171,006</u>

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2013, the following changes occurred in long-term liabilities:

Governmental Funds

	Balance June 30, 2012	Bonds Issued	Bonds Redeemed	Other Net Increase (Decrease)	Balance June 30, 2013	Current Portion
Long-Term Bonds.....	\$ 65,775,310	\$ 11,148,600	\$ (13,394,634)	\$ -	\$ 63,529,276	\$ 7,185,688
Unamortized premium on bonds payable...	630,808	-	-	378,252	1,009,060	123,856
Other Postemployment Benefits.....	37,868,889	-	-	4,717,779	42,586,668	-
Workers' Compensation.....	995,000	-	-	810,000	1,805,000	270,750
Compensated Absences.....	9,126,709	-	-	(963,523)	8,163,186	5,950,432
Landfill Closure.....	4,870,000	-	-	(50,000)	4,820,000	75,000
Total.....	<u>\$ 119,266,716</u>	<u>\$ 11,148,600</u>	<u>\$ (13,394,634)</u>	<u>\$ 4,892,508</u>	<u>\$ 121,913,190</u>	<u>\$ 13,605,726</u>

Business-Type Activities

	Balance June 30, 2012	Bonds Issued	Bonds Redeemed	Other Net Increase (Decrease)	Balance June 30, 2013	Current Portion
Long-Term Bonds.....	\$ 12,769,791	\$ 1,454,210	\$ (2,897,386)	\$ -	\$ 11,326,615	\$ 2,226,894
Unamortized premium on bonds payable...	103,604	-	-	(6,963)	96,641	5,160
Other Postemployment Benefits.....	1,460,208	-	-	97,741	1,557,949	-
Compensated Absences.....	343,677	-	-	66,113	409,790	316,050
Total.....	<u>\$ 14,677,280</u>	<u>\$ 1,454,210</u>	<u>\$ (2,897,386)</u>	<u>\$ 156,891</u>	<u>\$ 13,390,995</u>	<u>\$ 2,548,104</u>

Internal service funds predominantly serve the governmental funds. Accordingly, the internal service fund's long-term liabilities are included as part of the governmental activities totals above. At fiscal year end, \$1,805,000 of internal service fund accrued liabilities is included above. Except for the amounts related to the internal service funds and a portion of the bonds, the governmental activities long-term liabilities are generally liquidated by the general fund.

NOTE 8 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS

The Town has implemented GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions* (GASB 54). The intention of GASB 54 is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the Town's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The Town has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

The Town has classified its fund balances with the following hierarchy:

	GOVERNMENTAL FUNDS					
	General	Chapter 90 Highway Fund	Runkle School Renovation Fund	Capital Article Fund	Nonmajor Governmental Funds	Total Governmental Funds
FUND BALANCES						
Nonspendable:						
Permanent fund principal.....	\$ -	\$ -	\$ -	\$ -	1,368,059	\$ 1,368,059
Restricted for:						
Housing trust funds.....	-	-	-	-	4,928,244	4,928,244
Parking meter fund.....	-	-	-	-	3,855,362	3,855,362
Revolving funds.....	-	-	-	-	1,729,719	1,729,719
Trust funds.....	-	-	-	-	12,071	12,071
Federal grant funds.....	-	-	-	-	541,638	541,638
Gift and grant funds.....	-	-	-	-	3,163,064	3,163,064
Storm damage fund.....	-	-	-	-	49,591	49,591
Sale of cemetery lots/ graves.....	-	-	-	-	409,284	409,284
Non-expendable permanent funds.....	-	-	-	-	98,962	98,962
Cemetery perpetual care.....	-	-	-	-	126,937	126,937
Library permanent fund.....	-	-	-	-	4,682,105	4,682,105
Other permanent funds.....	-	-	-	-	510,098	510,098
Committed to:						
Revenue financed capital article major fund.....	-	-	235,340	16,781,203	-	17,016,543
Debt financed school capital projects.....	-	-	-	-	201,559	201,559
Debt financed town capital projects.....	-	-	-	-	5,548,659	5,548,659
Assigned to:						
General government.....	213,464	-	-	-	-	213,464
Public safety.....	293,315	-	-	-	-	293,315
Education.....	622,770	-	-	-	-	622,770
Public works.....	213,481	-	-	-	-	213,481
Human services.....	10,263	-	-	-	-	10,263
Leisure services.....	22,298	-	-	-	-	22,298
Employee benefits.....	19,389	-	-	-	-	19,389
Unassigned.....	25,833,833	(141,385)	-	-	-	25,692,448
TOTAL FUND BALANCES (DEFICIT).....	\$ 27,228,813	\$ (141,385)	\$ 235,340	\$ 16,781,203	\$ 27,225,352	\$ 71,329,323

Unassigned fund balance of the General Fund includes \$7.7 million of available funds voted to fund the fiscal year 2014 operating budget.

NOTE 9 – STABILIZATION FUND

Massachusetts General Law Ch.40 §5B allows for the establishment of Stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body.

At fiscal year-end, the balance of the General Stabilization Fund is \$5,846,185 and is reported as unassigned fund balance within the General Fund. The fund earned \$37,325 of investment income during fiscal year 2013. The stabilization fund balance can be used for general and/or capital purposes upon Town Meeting approval.

NOTE 10 – RISK FINANCING

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance.

The Town is self-insured for its workers' compensation, unemployment and municipal building insurance activities. These activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. Any incurred but not reported liability related to unemployment and municipal building insurance is deemed immaterial and is therefore not recorded.

(a) Workers' Compensation

Claims are administered by a third party administrator and are funded on a pay-as-you-go basis from annual appropriations. The Town purchases individual stop loss insurance for claims in excess of the coverage provided by the Town in the amount of \$800,000. The estimated future workers' compensation liability is based on history and injury type.

At June 30, 2013, the amount of the liability for workers' compensation claims totaled \$1,805,000. Changes in the reported liability since July 1, 2011, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End
Fiscal Year 2013.....\$	995,000 \$	2,193,683 \$	(1,383,683) \$	1,805,000
Fiscal Year 2012.....	983,000	1,605,259	(1,593,259)	995,000

NOTE 11 - PENSION PLAN

Plan Description - The Town contributes to the Retirement System, a cost-sharing multiple-employer defined benefit pension plan administered by the Brookline Contributory Retirement Board. Substantially all employees are members of the Retirement System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$16,082,853 for the fiscal year ended June 30, 2013, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The Retirement System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Brookline Contributory Retirement Board and are borne by the Retirement System. The Retirement System issues a publicly available financial report prepared in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the Retirement System located at 11 Pierce Street, Brookline, MA 02445.

At December 31, 2012, the Retirement System's membership consists of the following:

Active members.....	1,368
Inactive members.....	1,339
Disabled members.....	180
Retirees and beneficiaries currently receiving benefits.....	<u>663</u>
Total.....	<u><u>3,550</u></u>

Funding Policy - Plan members are required to contribute to the Retirement System at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the Retirement System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings.

The current and two preceding fiscal years apportionment of the annual pension cost between the two employers required the Town to contribute approximately 97%, of the total. Chapter 32 of the MGL governs the contributions of plan members and the Town.

Annual Pension Cost - The Town's contributions to the Retirement System for the fiscal years ended June 30, 2013, 2012, and 2011 were approximately \$15,644,000, \$14,442,000, and \$13,822,000, respectively, which equaled its required contribution for each fiscal year. At June 30, 2013, the Town did not have a net pension obligation. The required contribution was determined as part of an actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included a 7.75% investment rate of return and projected salary increases of 3.5% for fiscal year 2013 and 4.5 - 4.75% for fiscal years starting with fiscal year 2014. The actuarial value of the Retirement System's assets was determined using the market value of assets less unrecognized return in each of the last five years. The Retirement System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll. The remaining amortization period at June 30, 2013 was 17 years.

Schedule of Funding Progress (Dollar amounts in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	\$ 222,782,140	\$ 398,901,990	\$ 176,119,850	55.8%	\$ 61,285,463	287.4%
1/1/10	220,576,982	357,980,915	137,403,933	61.6%	58,622,493	234.4%
1/1/08	223,598,975	332,222,063	108,623,088	67.3%	59,789,007	181.7%
1/1/06	190,818,205	299,355,769	108,537,564	63.7%	58,277,406	186.2%
1/1/04	177,153,465	265,441,629	88,288,164	66.7%	52,378,086	168.6%
1/1/02	171,285,347	250,478,343	79,192,996	68.4%	45,109,610	175.6%
1/1/00	160,983,529	217,964,030	56,980,501	73.9%	43,028,894	132.4%

Funding progress is reported based on the biennial actuarial valuation performed by the Retirement System, and is being accumulated on a biennial basis. The Town is responsible for approximately 97% of the unfunded liability.

Noncontributory Retirement Allowance - The Town pays the entire retirement allowance for certain retirees who are eligible for noncontributory benefits and are not members of the Retirement System. The general fund expenditure for fiscal year 2013 totaled approximately \$196,000.

NOTE 12 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

The Town implemented the provisions of GASB Statement #43, *Financial Reporting for Postemployment Benefit Plans Other Than Pensions*, and established its “Other Postemployment Benefits Trust Fund”. The Town voted to begin funding its OPEB liabilities through the use of this fund.

Plan Description - The Town of Brookline administers a single-employer defined benefit healthcare plan (“the Retiree Health Plan”). The plan provides lifetime healthcare and life insurance for eligible retirees and their spouses through the Town’s group health insurance plan, which covers both active and retired members. Chapter 32b of the MGL assigns authority to establish and amend benefit provisions of the plan. Benefit provisions are negotiated between the Town and the unions representing Town employees and are renegotiated each bargaining period. The Retiree Health Plan does not issue a publicly available financial report.

Funding Policy - Contribution requirements are also negotiated between the Town and union representatives. The required contribution is based on a pay-as-you-go financing requirement. For 2013, the Town contributes 78% of the cost of current-year premiums for healthcare for eligible retired plan members and their spouses and 75% of current-year premiums for life insurance for eligible plan members. For fiscal year 2013, the Town contributed \$12.3 million to the plan.

Annual OPEB Cost and Net OPEB Obligation - The Town’s annual other postemployment benefit (OPEB) cost (expense) is calculated based on the *annual required contribution of the employer (ARC)*, an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The following table shows the components of the Town’s annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the Town’s net OPEB obligation for fiscal year 2013:

Annual required contribution.....	\$ 16,290,766
Interest on existing net OPEB obligation.....	2,851,360
Adjustments to annual required contribution.....	<u>(2,047,731)</u>
Annual OPEB cost (expense).....	17,094,395
Contributions made.....	<u>(12,278,875)</u>
Increase/Decrease in net OPEB obligation.....	4,815,520
Net OPEB obligation - beginning of year.....	<u>39,329,097</u>
Net OPEB obligation - end of year.....	<u>\$ 44,144,617</u>

The Town's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2013 is as follows:

<u>Fiscal year Ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of Annual OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
6/30/13	\$ 17,094,395	71.8%	\$ 44,144,617
6/30/12	16,268,331	71.6%	39,329,097
6/30/11	15,562,334	71.0%	34,716,281

Funded Status and Funding Progress - As of June 30, 2012, the most recent actuarial valuation date, the actuarial accrued liability for benefits was \$202 million, of which the Town has funded approximately \$12.7. The covered payroll (annual payroll of active employees covered by the plan) was \$128.6 million, and the ratio of the UAAL to the covered payroll was 147.69 percent.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions - Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the June 30, 2012, actuarial valuation, the projected unit credit actuarial cost method was used. The actuarial assumptions included a 7.25 percent investment rate of return, which is based on the expected yield on the assets of the Town, calculated based on the funded level of the plan at the valuation date, and an annual medical/drug cost trend rate of 8 percent initially, reduced by decrements to an ultimate rate of 0.5 percent after six years. Both rates included a 4.0 percent inflation assumption. The actuarial value of assets was determined using techniques that spread the effects of short-term volatility in the market value of investments over a five-year period. The UAAL is being amortized as a level percentage of projected payroll on an open basis. The remaining amortization period at June 30, 2013, was 30 years.

NOTE 13 - LANDFILL CLOSURE COSTS

State and federal laws and regulations require the Town to close its old landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site after closure. The Town operated a solid waste landfill that ceased operations in 1972. The Town has reflected \$4,820,000 as the estimate of the rear landfill closure liability at June 30, 2013, in the government-wide financial statements governmental activities. This amount is based on estimates of what it would cost to perform all future closure care. Actual costs may be higher due to inflation, changes in technology, or changes in regulations.

NOTE 14 - INTERFUND LOAN

On June 12, 2001, the General Fund issued an interest free note in the amount of \$500,000 to Putterham Meadows Golf Club Enterprise Fund to meet projected and capital expenses. The note is payable at \$25,000 per year, due on July 1 of each year. At June 30, 2013 the outstanding loan balance was \$225,000.

On August 7, 2012, the General Fund issued an interest free note in the amount of \$500,000 to Putterham Meadows Golf Club Enterprise Fund for the construction of a maintenance shed. The note is payable at \$25,000 per year, beginning in fiscal year 2014. At June 30, 2013 the outstanding loan balance was \$500,000.

NOTE 15 - COMMITMENTS

The Town has entered into a long-term contract with Whitney Trucking Inc. to load, haul and dispose of municipal solid waste. The Town is charged a flat rate per ton that is subject to increase annually. There are no minimum tonnage requirements that the Town must comply with.

The Town entered into an agreement with Waste Management of Massachusetts, Inc. to provide single stream recycling for the Town. The fiscal year 2013 cost to the Town was approximately \$880,000 and the expected cost for fiscal year 2014 is \$927,000. This contract expires on June 30, 2014.

The School Department has entered into an agreement with Eastern Bus Company, Inc. to provide for regular transportation. The fiscal year 2013 cost to the Town was approximately \$597,000 and the expected cost for fiscal year 2014 is \$524,000. The contract expires on August 31, 2014.

The School Department has also entered into an agreement with Y.C.N. Transportation, Inc. to provide transportation for its special needs students. The contract bears an annual cost of approximately \$1.2 million and it expires on August 31, 2014.

The Town has entered into, or is planning to enter into, contracts totaling approximately \$7.2 million for renovations to the Runkle School, the Heath School, various sewer improvements, renovations to the Carlton Street Foot Bridge and various other projects.

NOTE 16 - CONTINGENCIES

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2006, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2013.

NOTE 17 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During fiscal year 2013, the following GASB pronouncements were implemented:

- GASB Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*. The implementation of this pronouncement did not impact the basic financial statements.
- GASB Statement #61, *The Financial Reporting Entity: Omnibus*. The implementation of this pronouncement did not impact the basic financial statements.
- GASB Statement #62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*. The implementation of this pronouncement did not impact the basic financial statements.
- GASB Statement #63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*. Financial statement changes include net assets changing to net position and invested in capital assets, net of related debt changing to net investment in capital assets. Notes to the basic financial statements were changed to provide additional disclosure on deferred outflows of resources and deferred inflows of resources.
- GASB Statement #66, *Technical Corrections – 2012, an amendment of GASB Statements No. 10 and No. 62*. The implementation of this pronouncement did not impact the basic financial statements.

Future implementation of GASB pronouncements:

- The GASB issued Statement #65, *Items Previously Reported as Assets and Liabilities*, which is required to be implemented in fiscal year 2014.
- The GASB issued Statement #67, *Financial Reporting for Pension Plans*, which is required to be implemented in fiscal year 2014.
- The GASB issued Statement #68, *Accounting and Financial Reporting for Pensions*, which is required to be implemented in fiscal year 2015.
- The GASB issued Statement #69, *Government Combinations and Disposals of Government Operations*, which is required to be implemented in fiscal year 2015.
- The GASB issued Statement #70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*, which is required to be implemented in fiscal year 2014.

Management is currently assessing the impact that the implementation of these pronouncements will have on the basic financial statements.

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Required Supplementary Information

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2013

	Budgeted Amounts			
	Amounts Carried forward From Prior Year	Current Year Initial Budget	Original Budget	Final Budget
REVENUES:				
Real estate and personal property taxes, net of tax refunds.....	\$ -	\$ 168,178,831	\$ 168,178,831	\$ 168,178,831
Motor vehicle and other excise taxes.....	-	4,850,000	4,850,000	4,850,000
Hotel/motel tax.....	-	1,150,000	1,150,000	1,150,000
Local meals tax.....	-	800,000	800,000	800,000
Charges for services.....	-	4,526,250	4,526,250	4,526,250
Penalties and interest on taxes.....	-	399,500	399,500	399,500
Payments in lieu of taxes.....	-	1,110,000	1,110,000	1,110,000
Licenses and permits.....	-	2,848,475	2,848,475	2,848,475
Fines and forfeitures.....	-	4,012,500	4,012,500	4,012,500
Intergovernmental.....	-	14,666,897	14,666,897	15,022,116
Departmental and other.....	-	1,062,713	1,062,713	1,062,713
Investment income.....	-	350,000	350,000	350,000
TOTAL REVENUES.....	-	203,955,166	203,955,166	204,310,385
EXPENDITURES:				
Current:				
General government.....	237,794	12,591,655	12,829,449	10,659,743
Public safety.....	374,839	34,203,529	34,578,368	35,412,715
Education.....	361,048	78,649,603	79,010,651	79,440,873
Public works.....	142,628	13,484,465	13,627,093	14,797,186
Human services.....	14,605	2,375,657	2,390,262	2,465,616
Leisure services.....	6,903	4,698,276	4,705,179	4,813,631
Pension benefits.....	37,964	15,457,674	15,495,638	15,839,921
Employee benefits.....	34,848	30,365,504	30,400,352	30,033,569
State and county charges.....	-	6,162,822	6,162,822	6,087,819
Debt service:				
Principal.....	-	7,404,634	7,404,634	7,404,634
Interest.....	-	2,534,959	2,534,959	2,534,959
TOTAL EXPENDITURES.....	1,210,629	207,928,778	209,139,407	209,490,666
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	(1,210,629)	(3,973,612)	(5,184,241)	(5,180,281)
OTHER FINANCING SOURCES (USES):				
Premium from issuance of bonds, net of expenditures.....	-	-	-	-
Transfers in.....	-	9,512,062	9,512,062	9,512,062
Transfers out.....	-	(10,374,863)	(10,374,863)	(12,128,823)
TOTAL OTHER FINANCING SOURCES (USES).....	-	(862,801)	(862,801)	(2,616,761)
NET CHANGE IN FUND BALANCE.....	(1,210,629)	(4,836,413)	(6,047,042)	(7,797,042)
BUDGETARY FUND BALANCE, Beginning of year.....	-	22,247,362	22,247,362	22,247,362
BUDGETARY FUND BALANCE, End of year.....	\$ (1,210,629)	\$ 17,410,949	\$ 16,200,320	\$ 14,450,320

See notes to required supplementary information.

Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
\$ 169,029,415	\$ -	\$ 850,584
5,334,089	-	484,089
1,443,781	-	293,781
928,255	-	128,255
4,766,177	-	239,927
621,541	-	222,041
1,174,370	-	64,370
3,546,094	-	697,619
4,275,535	-	263,035
15,405,300	-	383,184
1,316,500	-	253,787
255,765	-	(94,235)
<u>208,096,822</u>	<u>-</u>	<u>3,786,437</u>
9,030,670	213,464	1,415,609
34,642,993	293,315	476,407
78,700,364	622,770	117,739
14,361,458	213,481	222,247
2,433,878	10,263	21,475
4,752,525	22,298	38,808
15,839,921	-	-
29,704,926	19,389	309,254
6,105,553	-	(17,734)
7,404,634	-	-
2,353,079	-	181,880
<u>205,330,001</u>	<u>1,394,980</u>	<u>2,765,685</u>
<u>2,766,821</u>	<u>(1,394,980)</u>	<u>6,552,122</u>
454,502	-	454,502
9,699,735	-	187,673
(12,128,823)	-	-
<u>(1,974,586)</u>	<u>-</u>	<u>642,175</u>
792,235	(1,394,980)	7,194,297
<u>22,247,362</u>	<u>-</u>	<u>-</u>
<u>\$ 23,039,597</u>	<u>\$ (1,394,980)</u>	<u>\$ 7,194,297</u>

Retirement System Schedules of Funding Progress and Employer Contributions

The Retirement System Schedule of Funding Progress presents multiyear trend information relating to the cost-sharing plan as a whole, of which the Town is one participating employer, about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions.

Retirement system schedules

BROOKLINE CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	\$ 222,782,140	\$ 398,901,990	\$ 176,119,850	55.8%	\$ 61,285,463	287.4%
1/1/10	220,576,982	357,980,915	137,403,933	61.6%	58,622,493	234.4%
1/1/08	223,598,975	332,222,063	108,623,088	67.3%	59,789,007	181.7%
1/1/06	190,818,205	299,355,769	108,537,564	63.7%	58,277,406	186.2%
1/1/04	177,153,465	265,441,629	88,288,164	66.7%	52,378,086	168.6%
1/1/02	171,285,347	250,478,343	79,192,996	68.4%	45,109,610	175.6%
1/1/00	160,983,529	217,964,030	56,980,501	73.9%	43,028,894	132.4%

See notes to required supplementary information.

BROOKLINE CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF EMPLOYER CONTRIBUTIONS

Fiscal Year Ended June 30	System Wide			Town of Brookline	
	Annual Required Contributions	(A) Actual Contributions	Percentage Contributed	(B) Actual Contributions	(B/A) Town's Percentage of System Wide Actual Contributions
2013	\$ 16,232,938	\$ 16,232,938	100%	\$ 15,643,824	96.37%
2012	15,025,000	15,025,000	100%	14,442,334	96.12%
2011	14,356,336	14,356,336	100%	13,821,606	96.28%
2010	12,568,346	12,568,346	100%	12,063,565	95.98%
2009	11,878,412	11,878,412	100%	11,416,914	96.11%
2008	11,367,567	11,367,567	100%	10,993,806	96.71%
2007	10,239,000	10,239,000	100%	9,855,009	96.25%

The Town's Actual Contributions equaled 100% of its Required Contributions for each year presented.

See notes to required supplementary information.

Other Postemployment Benefit Plan Schedules

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents, over time, the ratio of the actual annual employer contributions to the annual required contribution.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

OTHER POSTEMPLOYMENT BENEFIT PLAN
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

JUNE 30, 2013

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Projected Unit Credit (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2012	\$ 12,766,296	\$ 202,733,897	\$ 189,967,601	6%	\$ 128,628,216	147.69
6/30/2010	7,355,050	215,241,642	207,886,592	3%	124,608,849	166.83
6/30/2008	-	323,225,372	323,225,372	0%	120,097,413	269.14

Schedule of Employer Contributions

Fiscal Year Ended	Annual Required Contribution	Actual Contributions Made	Percentage Contributed
2013	\$ 16,290,766	\$ 12,278,875	75%
2012	15,558,958	11,655,515	75%
2011	14,945,299	11,043,394	74%

See notes to required supplementary information.

OTHER POSTEMPLOYMENT BENEFIT PLAN
ACTUARIAL METHODS AND ASSUMPTIONS

Actuarial Methods and Assumptions:

Valuation date.....	June 30, 2012
Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.0%, open
Remaining amortization period.....	30 years as of June 30, 2013
Asset valuation method.....	Market value

Actuarial Assumptions:

Investment rate of return.....	7.25%, blended rate, pay-as-you-go scenario
Inflation.....	4.00%
Medical/drug cost trend rate.....	8.0% decreasing by .05% for 6 years to an ultimate level of 5.0% per year

Plan Membership:

Current retirees, beneficiaries, and dependents...	1,609
Current active members.....	<u>1,387</u>
Total.....	<u><u>2,996</u></u>

See notes to required supplementary information.

NOTE A - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**A. Budgetary Information**

Municipal Law requires the Town to adopt a balanced budget that is approved at the Annual Town Meeting. The Advisory Committee presents an annual budget to Town Meeting, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. Expenditures are budgeted for each department by four major appropriation units, which are personal services, expenses, debt service and capital outlay that are mandated by Municipal Law. The Town Meeting, which has full authority to amend and/or reject the budget or any line item, adopts the expenditure budget by majority vote.

Amendments to the originally adopted budget and transfers between departments require the approval of Town Meeting. Transfers between appropriation units within a department (except for the School Department and Library) require the approval of the Town Administrator, and are subject to certain restrictions that may require authorization from the Board and Advisory Committee. Expenditures within the appropriation of the School Department are not restricted. Transfers between Library appropriation units require the approval of the Board of Library Trustees.

The majority of appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget.

Generally, expenditures may not exceed the legal level of spending (salaries, expenses and capital) authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of Town Meeting.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2013 approved budget, including amounts carried forward from the prior fiscal years authorized approximately \$220,000,000 in appropriations and other amounts to be raised. During fiscal year 2013, Town Meeting approved appropriation increases totaling \$2,100,000.

Funding for the current year budget comes from two primary sources: amounts raised in the current year and reserves accumulated over time (e.g. free cash and overlay). If the amount raised in the current year is less than the total amount appropriated, reserves are used to fund the difference. In Fiscal 2013 the Town used \$5,336,413 of free cash and \$1,750,000 of overlay to balance the budget. These reserves are used to fund one-time expenses, primarily capital projects.

The Office of the Comptroller has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2013, is presented below:

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis.....	\$	792,235
<u>Perspective difference:</u>		
Activity of the stabilization fund recorded in the general fund for GAAP.....		37,325
<u>Basis of accounting differences:</u>		
Recognition of expenditures on modified accrual basis.....		65,280
Net change in recording 60-day receipts accrual.....		(68,703)
Tax refunds payable.....		391,000
Recognition of revenue for on-behalf payments.....		16,082,853
Recognition of expenditures for on-behalf payments.....		<u>(16,082,853)</u>
Excess of revenues and other financing sources (uses) over expenditures - GAAP basis.....	\$	<u><u>1,217,137</u></u>

C. Appropriation Deficits

During fiscal year 2013, expenditures exceeded the budgeted appropriation for state & county charges. This deficit will be funded through tax levy in fiscal year 2014.

NOTE B – PENSION PLAN

The Town contributes to the System, a cost-sharing, multiple-employer defined benefit pension plan (Plan) administered by the Brookline Contributory Retirement Board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The Town is required to pay into the System its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multi-year trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the Town.

The following actuarial methods and assumptions were used in the Retirement System's most recent actuarial valuation:

Actuarial Methods and Assumptions:

Valuation date.....	January 1, 2012
Actuarial cost method.....	Entry Age Normal
Amortization method.....	Amortization payments increasing at 5.9%
Remaining amortization period.....	17 years as of June 30, 2013
Asset valuation method.....	Market value less unrecognized returns in the last five years

Actuarial Assumptions:

Investment rate of return.....	7.75%
Cost of living adjustments.....	3.50% - 4.75%

NOTE C – OTHER POSTRETIREMENT BENEFITS

The Town of Brookline administers a single-employer defined benefit healthcare plan ("the Retiree Health Plan"). The plan provides lifetime healthcare, dental and life insurance for eligible retirees and their spouses through the Town's health insurance plan, which covers both active and retired members, including teachers.

The Town currently finances its other postemployment benefits (OPEB) on a hybrid of pay-as-you-go and setting aside monies in an OPEB Trust. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarial accrued liability) is 6%. In accordance with *Governmental Accounting Standards*, the Town has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress and Employer Contributions presents multi-year trend information which compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

Projections of benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

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